Natividad

Inspiring healthy lives℠

Board of Trustees Meeting 2025

November 7, 2025

NMC Board of Trustees Meeting

Friday, November 7, 2025
9:00 AM
NATIVIDAD ROOM
1st Floor, Building 200

AGENDA

Participation in meetings

While the Natividad Board of Trustees meeting room remains open, members of the public may participate in this Natividad Board of Trustees meeting in 2 ways:

1. **You may attend the meeting in person; or,**

2. **You may participate through ZOOM. For ZOOM participation please join by phone call at any of these numbers below:**

   +1 971 247 1195 US (Portland)
   +1 253 215 8782 US (Tacoma)
   +1 346 248 7799 US (Houston)
   +1 602 753 0140 US (Phoenix)
   +1 720 928 9299 US (Denver)

Enter the Meeting ID number: 965 2688 1205 when prompted.
You will then enter the Password: 556008 when prompted.

Or, to attend the Natividad Board of Trustees meeting by Zoom computer audio at:
https://natividad.zoom.us/j/96526881205?pwd=45o3yp52RVc00WPxExayIUawX0jbQh.1

If you choose not to attend the Natividad Board of Trustees meeting in person but desire to make general public comment, or comment on a specific item on the agenda, you may do so in 2 ways:

1. Submit your comments in writing via email to the Natividad Board of Trustees at Natividadpubliccomments@natividad.com by 2:00 p.m. on the Thursday prior to the Board meeting. To assist Natividad staff in identifying the agenda item to which the comment relates, please indicate in the subject line the Board date and agenda number. Comments received by the 2:00 p.m. Thursday deadline will be distributed to the Board and will be placed in the record at the Board meeting.

   Or

2. You may make public comment by joining through ZOOM at one of the phone numbers or clicking the ZOOM link above. You will be placed in the meeting as an attendee; when you are ready to make a

public comment if joined by computer audio, please select the "Raise your Hand" option on the Zoom screen; and by phone please push #9 on your keypad.

a. If members of the public want to present documents/Power Point presentations while speaking, they should submit the document by 2:00 p.m. on Thursday before the meeting at Natividadpublicomments@natividad.com (If submitted after that deadline, staff will make best efforts, but cannot guarantee, to make it available to present at the Committee meeting.)

TO ADDRESS THE BOARD DURING PUBLIC COMMENT: Members of the public may address comments to the Board concerning each agenda item and may comment when the Chair calls for general public comment for items that are not on the day's agenda.

TO ADDRESS THE BOARD ON A SPECIFIC ITEM ON THE AGENDA: When the Chair calls for public comment on a specific agenda item, the Secretary of the Board or his or her designee will first ascertain who wants to testify (among those who are in the meeting telephonically) and will then call on speakers one at a time. Public speakers will be broadcast in audio form only. If members of the public want to present documents/Power Point presentations while speaking, they should submit the document by 2:00 p.m. on Thursday before the meeting at Natividadpublicomments@natividad.com (If submitted after that deadline, staff will make best efforts, but cannot guarantee, to make it available to present at the Board meeting.)

DOCUMENT DISTRIBUTION: Documents related to agenda items that are distributed to the Board less than 72 hours prior to the meeting shall be available for public inspection at the Secretary of the Board of Trustees Desk, Natividad Administration Office, 1441 Constitution Blvd., Salinas, CA. Documents distributed to the Board at the meeting by County staff will be available at the meeting; documents distributed to the Board by members of the public shall be made available after the meeting.

REASONABLE ACCOMMODATIONS; MODIFICATIONS: Individuals with disabilities who desire to request a reasonable accommodation or modification to observe or participate in the meeting may make such request by sending an email to Natividadpublicomments@natividad.com. The request should be made no later than noon on the Wednesday prior to the Board meeting in order to provide time for Natividad to address the request.

INTERPRETATION AND TRANSLATION SERVICE: The Natividad Board of Trustees invites and encourages the participation of Monterey County residents at its meetings. If you require the assistance of an interpreter or the translation of a document in the agenda, please contact the Secretary of the Board of Trustees Desk, Natividad Administration Office, 1441 Constitution Blvd., Salinas, CA – or by phone at (831) 755-4185. The Secretary will make every effort to accommodate requests for interpreter or document translation assistance. Requests should be made as soon as possible, and at a minimum no later than noon on the Wednesday prior to the Board meeting.

The Chair and/or Secretary may set reasonable rules as needed to conduct the meeting in an orderly manner.

PLEASE NOTE: IF ALL PARTICIPATING BOARD MEMBERS ARE PRESENT IN PERSON, PUBLIC PARTICIPATION BY ZOOM IS FOR CONVENIENCE ONLY AND IS NOT REQUIRED BY LAW. IF THE ZOOM FEED IS LOST FOR ANY REASON, THE MEETING MAY BE PAUSED WHILE A FIX IS ATTEMPTED BUT THE MEETING MAY CONTINUE AT THE DISCRETION OF THE CHAIRPERSON.

Members of the Natividad Medical Center Board of Trustees are appointed by the Monterey County Board of Supervisors. Membership and terms of office are established by the Natividad Medical Center Bylaws.

Natividad

Reunión de la Junta Directiva de NMC

Viernes, 7 de noviembre 2025
9:00 AM
NATIVIDAD ROOM
1er Piso, Edificio 200

AGENDA

Podrá participar en la reunión

Mientras la sala de reuniones de la junta directiva de Natividad permanezca abierta, los miembros del público podrán participar en esta reunión de la junta directiva de Natividad de 2 maneras:

1.Podrá asistir a la reunión en persona; o,

2.Podrá participar a través de ZOOM. Para participar por ZOOM, únase por llamada telefónica a cualquiera de los siguientes números:

+1 971 247 1195 US (Portland)
+1 253 215 8782 US (Tacoma)
+1 346 248 7799 US (Houston)
+1 602 753 0140 US (Phoenix)
+1 720 928 9299 US (Denver)

Ingrese el número de ID de la reunión: 965 2688 1205 cuando se le solicite.
Luego, ingrese la contraseña: 556008 cuando se le solicite.

O, para asistir a la reunión del Consejo directivo de Natividad mediante audio por Zoom en:
https://natividad.zoom.us/j/96526881205?pwd=45o3yp52RVc00WPxExayIUawX0jbQh.1

Si decide no asistir en persona a la reunión de la junta directiva de Natividad pero desea hacer un comentario público general o comentar sobre un tema específico en el orden del día, puede hacerlo de 2 maneras:

1. Enviar sus comentarios por escrito a través del correo electrónico del consejo directivo de Natividad a Natividadpublicomments@natividad.com antes de las 2:00 p.m. del jueves previo a la reunión de la Junta. Para ayudar al personal de Natividad a identificar el tema en la agenda al que se refiere el comentario, indique en la línea de asunto la fecha de la Junta y el número del tema. Los comentarios recibidos antes de la fecha límite de las 2:00 p.m. del jueves serán distribuidos a la Junta y se incluirán en el acta de la reunión.

   O

2. Puede hacer un comentario público uniéndose a través de ZOOM a uno de los números telefónicos o haciendo clic en el enlace de ZOOM de arriba. Será colocado en la reunión como asistente; cuando esté listo para hacer un comentario público, si se unió por audio de la computadora, seleccione la opción "Levantar la mano" en la pantalla de Zoom; y por teléfono, presione #9 en su teclado.

    a. Si los miembros del público desean presentar documentos o presentaciones de PowerPoint durante su presentación, deben enviar los documentos antes de las 2:00 p.m. del jueves previo a la reunión a Natividadpublicomments@natividad.com. (Si envía las presentaciones después de la fecha límite, el personal hará su mejor esfuerzo, pero no puede garantizar que los materiales estén disponibles para ser presentados en la reunión del Comité.

PARA DIRIGIRSE A LA JUNTA DURANTE LOS COMENTARIOS PUBLICOS: Los miembros del público pueden dirigir comentarios a la junta con respecto a cada tema de la agenda y pueden comentar cuando el presidente solicite comentarios públicos generales para los temas que no están en la agenda de ese día.

PARA DIRIGIRSE A LA JUNTA SOBRE UN TEMA ESPEFICICO DE LA ANDA: Cuando el presidente solicite comentarios públicos sobre un tema específico de la agenda, el secretario de la Junta o su designado primero determinará quién desea testificar (entre los que están en la reunión por teléfono) y luego llamará a los oradores uno por uno. Los oradores públicos serán transmitidos solo en formato de audio. Si los miembros del público desean presentar documentos o presentaciones de PowerPoint mientras hablan, deben enviar el documento antes de las 2:00 p.m. del jueves anterior a la reunión a Natividadpublicomments@natividad.com (Si se envía después de esa fecha límite, el personal hará lo mejor posible, pero no puede garantizar que esté disponible para presentarse en la reunión de la Junta).

DISTRIBUCION DE DOCUMENTOS: Los documentos relacionados con los temas de la agenda que se distribuyan a la Junta menos de 72 horas antes de la reunión estarán disponibles para la inspección pública en el Escritorio del secretario de la junta directiva, Oficina de Administración de Natividad, 1441 Constitution Blvd., Salinas, CA. Los documentos distribuidos a la Junta durante la reunión por el personal del Condado estarán disponibles en la reunión; los documentos distribuidos a la Junta por miembros del público estarán disponibles después de la reunión.

AJUSTES RAZONABLES; MODIFICACIONES: Las personas con discapacidades que deseen solicitar un ajuste razonable o modificación para observar o participar en la reunión pueden hacer dicha solicitud enviando un correo electrónico a Natividadpublicomments@natividad.com La solicitud debe hacerse a más tardar al mediodía del miércoles anterior a la reunión de la Junta, para proporcionar tiempo suficiente a Natividad para abordar la solicitud.

SERVICIO DE INTERPRETACIÓN Y TRADUCCIÓN: La Junta Directiva de Natividad invita y fomenta la participación de los residentes del Condado de Monterey en sus reuniones. Si necesita la asistencia de un intérprete o la traducción de un documento incluido en la agenda, comuníquese con el secretario de la Junta Directiva en la Oficina de Administración de Natividad, ubicada en 1441 Constitution Blvd., Salinas, CA, o por teléfono al (831) 755-4185. El secretario hará todo lo posible para atender las solicitudes de asistencia con interpretación o traducción de documentos. Las solicitudes deben hacerse lo antes posible y, como mínimo, antes del mediodía del miércoles previo a la reunión de la Junta.

El Presidente y/o el Secretario pueden establecer reglas razonables según sea necesario para llevar a cabo la reunión de manera ordenada.

TENGA EN CUENTA: SI TODOS LOS MIEMBROS DE LA JUNTA PARTICIPAN EN PERSONA, LA PARTICIPACIÓN PÚBLICA A TRAVÉS DE ZOOM ES SOLO POR CONVENIENCIA Y NO ES REQUERIDA POR LA LEY. SI SE PIERDE LA TRANSMISIÓN DE ZOOM POR CUALQUIER MOTIVO, LA REUNIÓN PUEDE SER PAUSADA MIENTRAS SE INTENTA SOLUCIONAR EL PROBLEMA, PERO LA REUNIÓN PUEDE CONTINUAR A DISCRECIÓN DEL PRESIDENTE.

Los miembros de la junta directiva del Centro Médico Natividad son nombrados por la Junta de Supervisores del Condado de Monterey. La membresía y los términos del cargo están establecidos por los Estatutos del Centro Médico Natividad.

1. **Call to Order**

2. **Roll Call**

3. **Pledge of Allegiance**

4. **Additions and Corrections by Clerk** *Page 1-15 – Board Clerk*
   The Clerk of the Board of Trustees will announce agenda corrections and proposed additions, which may be acted on by the Board as provided in Sections 54954.2 of the California Government Code.

5. **Minutes**
   - Approve the Minutes of October 3, 2025 Board of Trustees Special Meeting. *Page 16-26*

6. **Board Comments**

7. **Public Comments (Limited up to 3 minutes per speaker at the discretion of the Chair)**
   This portion of the meeting is reserved for persons to address the Board on any matter not on this agenda but under the jurisdiction of the Board of Trustees. Board members may respond briefly to statements made or questions posed. They may ask a question for clarification; make a referral to staff for factual information, or request staff to report back to the Board at a future meeting.

8. **Consent Calendar**
   Approve the following policies, procedures, rules, and regulations:
   8a. Policies/Procedures/Forms/Manuals (listed and available upon request)

   Policies/Manuals/Order Sets

   New

   - x:xxxx Glossary for Privacy and Security Policies
   - x:xxxx IT Access Control
   - x:xxxx IT Business Continuity and Disaster Recovery Planning
   - x:xxxx IT Change Control
   - x:xxxx IT Configuration Management
   - x:xxxx IT Device and Media Control
   - x:xxxx IT Incident Response and Reporting
   - x:xxxx IT Network Security
   - x:xxxx IT Physical Security

- x:xxxx IT Remote Access
- x:xxxx IT Risk Analysis and Management
- x:xxxx IT Security Architecture
- x:xxxx IT Security Awareness, Training, and Education
- x:xxxx IT Security Evaluation
- x:xxxx IT Security Exceptions for Noncompliance
- x:xxxx IT Security Monitoring and Auditing
- x:xxxx IT Security Principles
- x:xxxx IT Security Responsibilities

No Changes

- 1:1405 Receipt of Patients from Other Acute Facilities
- 1:4000 HIV Testing and Disclosure, Without Source Patient Consent
- 3:0505 IV to PO Medication Conversion
- 3:0510 Pharmacy Management of Stress Ulcer Prophylaxis in Critically Ill Patients
- 3:3795-402 Non-Sterile Compounding Packaging and Transporting
- 3:3795-204 Non-Sterile Compounding Component and CNSP Storage
- 3:7795-205 Non-Sterile Compounding Maintenance and Calibration of Equipment
- 3:7795-503 Non-Sterile Compounding Final Verification and Release Testing
- 3:7795-504 Non-Sterile Compounding Use of Compounding Related Equipment and Supplies
- 3:7795-505 Non-Sterile CNSP Labeling
- 3:9203 Pyxis Overrides and First Dose Medication Review
- 3:9950 IV Medication Infusion Discontinuation Protocol
- 4:0709 Radiation Protection and Safety Program
- DIAG-1004 Mammography Quality Assurance Plan
- DIAG-1012 Mammography Screening Protocols
- DIAG-1029 Equip Mammography
- DIAG-1405 Imaging Time Out
- DIAG-1410 C-Spine Collar Removal in Diagnostic Imaging
- DIAG-1415 Mini C-Arm Use
- DIAG-1837 Film Badge Ordering and Monitoring

Revised

- 1:0080 Hypoglycemia Management for the Non-Pregnant Adult
- 1:0210 Naloxone Distribution
- 1:1100 Resuscitation Orders
- 1:1220 The California End of Life Option Act (Patient's Request for Medical Aid-In-Dying)
- 1:3225 Severe Sepsis/Septic Shock Management Guidelines, Adult In-Patient Population (Excludes LDU & MIU Patients)
- 1:4460 Brain Death Determination
- 1:9080 Suicide Assessment and Precaution Management
- 3:1650 "Stop Orders" on Drugs
- 3:2100 Medication Administration
- 3:2110 Pain Screening, Assessment, and Management Policy

- 3:3180 Management of Malignant Hyperthermia Guidelines
- 3:3795-302 Non-Sterile Compounding Orientation Training and Competency
- 3:5600 Aminoglycoside Antibiotic Pharmacy Protocol
- 3:6000 CHEMPACK Request and Deployment Policy & Procedures
- 3:7700-804 Compounding handling Customer Complaints
- 3:7700-806 Compounding Adverse Events
- 3:7700-808 Compounding Recall and Quarantine
- 3:7795-202 Non-Sterile Compounding Downtime Procedures
- 3:7795-203 Non-Sterile Compounding Cleaning of Compounding Space and Equipment
- 3:7795-301 Non-Sterile Compounding Hand Hygiene and Garbing
- 3:7795-303 Non-Sterile Compounding Conduct of Personnel in Compounding Area
- 3:7795-401 Non-Sterile Compounding Component Selection
- 3:7795-501 Non-Sterile Compounding CNSP Stability and Assignment of BUD
- 3:7795-502 Non-Sterile Compounding Processes
- 3:7795-506 Non-Sterile Compounding Documentation of Compounding
- 3:7797 Sterile Compounding
- 3:7810 Medication Ordering/Prescribing
- 3:8100 Infusion Center Approved Medication List
- 3:9100 Anticoagulation (Warfarin) Clinic
- 4:0715 Receipt and Storage of Radioactive Materials
- ICU-2022 Continuous Renal Replacement Therapy (CRRT) Clinical Procedure
- IMC-5002 Intravenous Medications, Medical-Surgical and Intermediate Care Unit
- DIAG-1450 Acceptable Intravenous (IV) Catheters to Use for Computed Tomography (CIT) Exams
- IC-200 Cleaning and Low-Level or Intermediate-Level Disinfection of Shared Hospital Equipment
- IMC-5006 Continuous Infusion of Magnesium Sulfate, Intermediate Care Unit
- MIU-6310 Admission of Patient to Mother Infant Unit
- Natividad Plan for the Provision of Care
- OPST-6010 Splint Pan Use and Cleaning
- GME-9000 Annual Institutional Review Policy
- GME-9013 GME Trainee Eligibility & Selection Policy
- GME-9004 Duty Hours Policy
- GME-9003 Disaster Policy
- GME-9001 Closure and Reductions Policy
- GME-9005 Special Review Policy

Retire

- 3:700 Non-Sterile Medication Preparation, Compounding, and Storage

Late Additions

New

- x:xxx GMEC Evaluation & Promotion Policy
- x:xxx GMEC Vendor Policy
- x:xxx GMEC Noncompetition Policy

Order Sets

- MED GI Bleed
- MED Seizures
- MED Sepsis
- MED Heart Failure
- GEN Enteral Nutrition
- ICU CRRT
- EVD or BOLT (ED or ICU)

Approve for submission to the Monterey County Board of Supervisors the following agreements identified in Item 8b – 8r of the consent calendar. All of the listed items were previously reviewed and approved by the NMC Finance Committee.

8b. * **Approve for Submission to the Monterey County Board of Supervisors the Following Agreement with Accruent, LLC,** *Page 27-28* ***(CONSENT)***
Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute amendment No. 5 to the agreement (A-14065) with Accruent, LLC for maintenance management software services, extending the agreement an additional one (1) year period (January 1, 2026 through December 31, 2026) for a revised full agreement term of January 1, 2018 through December 31, 2026, and adding $38,414 for a revised total agreement amount not to exceed $220,103.

8c. * **Approve for Submission to the Monterey County Board of Supervisors the Following Agreement with Locumtenens.com, LLC,** *Page 29-30* ***(CONSENT)***
Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute amendment No. 7 to the agreement (A-16146) with Locumtenens.com, LLC for recruiting and assignment of physician services, extending the agreement an additional three (3) month period (January 1, 2026 through March 31, 2026) for a revised full agreement term of August 26, 2022 through March 31, 2026, and adding $1,300,000 for a revised total agreement amount not-to-exceed $11,700,000.

8d. * **Approve for Submission to the Monterey County Board of Supervisors the Following Agreement with Locum Tenens RFP# 9600-61,** *Page 31-33* ***(CONSENT)***
Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute amendments No. 14 to the agreements with Medical Search, LLC dba SUMO Medical Staffing (A-12896) and MDA Holdings, Inc. dba Medical Doctor Associates (A-12899), and amendment No. 15 to the agreement with AMN Healthcare Locum Tenens, Inc. (A-12897) for locum tenens physician referral services at NMC pursuant to Request for Proposals (RFP) #9600-61, extending the agreements an additional three (3) month period (January 1, 2026 through March 31, 2026) for a revised full agreement term of August 1, 2015 through March 31, 2026; with no change to the total aggregate amount for all agreements not-to-exceed $22,700,000.

8e. * **Approve for Submission to the Monterey County Board of Supervisors the Following Agreement for Monarch Medical Technologies, LLC,** *Page 34-35* ***(CONSENT)***
Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute amendment No. 4 to the agreement (A-14125) with Monarch Medical Technologies, LLC for glucose management system enterprise software subscription services, extending the

agreement an additional three (3) period (February 1, 2026 through January 31, 2029) for a revised full agreement term of October 1, 2018 through January 31, 2029 and adding $185,736 for a revised total agreement amount not to exceed $645,559.

8f. * **Approve for Submission to the Monterey County Board of Supervisors the Following Agreement with Delphine Engel, MD Inc.,** *Page 36-37* ***(CONSENT)***

a. Authorize the Chief Executive Officer (CEO) for Natividad Medical Center (NMC) or his designee to execute the Second Amendment to the Professional and Call Coverage Services Agreement (A-16651) with Delphine Engel, MD Inc. to provide general and critical care surgical services, extending the term by 24 months (January 1, 2026 to December 31, 2027) for a revised full agreement term of January 1, 2024 to December 31, 2027 and adding $350,000 for a revised not to exceed amount of $750,000 in the aggregate; and
b. Authorize the CEO or his designee to sign up to three (3) future amendments to this agreement where the total amendments do not significantly change the scope of work, do not cause an increase of more than 10% ($40,000) of the original contract amount and do not increase the total contract amount above $790,000.

8g. * **Approve for Submission to the Monterey County Board of Supervisors the Following Agreement with David R. Flemming, MD,** *Page 38-39* ***(CONSENT)***

a. Authorize the Chief Executive Officer (CEO) for Natividad Medical Center (NMC) or his designee to execute the Second Amendment to the Professional and Call Coverage Services Agreement (A-16660) with David R. Flemming, MD to provide general and critical care surgical services, extending the term by 24 months (January 1, 2026 to December 31, 2027) for a revised full agreement term of November 1, 2022 to December 31, 2027 and adding $100,000 for a revised not to exceed amount of $500,000 in the aggregate; and
b. Authorize the CEO or his designee to sign up to three (3) future amendments to this agreement where the total amendments do not significantly change the scope of work, do not cause an increase of more than 10% ($10,000) of the original contract amount and do not increase the total contract amount above $510,000.

8h. * **Approve for Submission to the Monterey County Board of Supervisors the Following Agreement with J. Anthony Shaheen, M.D., Inc.,** *Page 40-41* ***(CONSENT)***

a. Authorize the Chief Executive Officer (CEO) for Natividad Medical Center (NMC) or his designee to execute the Second Amendment to the Professional and Call Coverage Services Agreement (A-16661) with J. Anthony Shaheen, M.D., Inc. to provide urology services, extending the term by 24 months (January 1, 2026 to December 31, 2027) for a revised full agreement term of October 1, 2022 to December 31, 2027, with no change to the total contract amount of $400,000; and
b. Authorize the CEO or his designee to sign up to three (3) future amendments to this agreement where the total amendments do not significantly change the scope of work, do not cause an increase of more than 10% ($10,000) of the original contract amount and do not increase the total contract amount above $410,000.

8i. * **Approve for Submission to the Monterey County Board of Supervisors the Following Agreement with Marta Zulik, M.D. Inc.,** *Page 42-43* ***(CONSENT)***

a. Authorize the Chief Executive Officer (CEO) for Natividad Medical Center (NMC) or his designee to execute the Third Amendment to the Professional Services Agreement (A-14537) with Marta Zulik, M.D. Inc. to provide pulmonology critical care services, extending the term by 24 months (January 1, 2026 to December 31, 2027) for a revised full agreement term of November 1, 2019 to December 31, 2027, with no change to the total contract amount of $400,000; and

b. Authorize the CEO for NMC or his designee to sign up to three (3) future amendments to this Agreement where the total amendments do not significantly change the scope of work, do not exceed 10% ($40,000) of the original contract amount and do not increase the total contract amount above $440,000.

8j. * **Approve for Submission to the Monterey County Board of Supervisors the Following Agreement with Tele-Rheumatology Medical Associates,** *Page 44-45* ***(CONSENT)***

a. Authorize the Chief Executive Officer (CEO) for Natividad Medical Center (NMC) or his designee to execute the First Amendment to the Professional Services Agreement with Tele-Rheumatology Medical Associates dba Rheum Without Walls to provide rheumatology services, extending the term by 24 months (January 1, 2026 to December 31, 2027) for a revised full agreement term of January 1, 2024 to December 31, 2027, and adding $300,000 for a revised total agreement amount not to exceed $500,000 in the aggregate; and

b. Authorize the CEO for NMC or his designee to sign up to three (3) future amendments to this Agreement where the total amendments do not significantly change the scope of work, do not exceed 10% ($20,000) of the original contract amount, and do not increase the total contract amount above $520,000.

8k. * **Approve for Submission to the Monterey County Board of Supervisors the Following Agreement with UCSF Pediatric Cardiology Services,** *Page 46-47* ***(CONSENT)***

a. Authorize the Chief Executive Officer (CEO) for Natividad Medical Center (NMC) or his designee to execute the First Amendment to the Professional Services Agreement with The Regents of the University of California, a public corporation, on behalf of the University of California, San Francisco, School of Medicine, Department of Pediatrics (UCSF) to provide pediatric cardiology services extending the term by 24 months (January 1, 2026 to December 31, 2027) for a revised full agreement term of January 1, 2025 to December 31, 2027, and adding $200,000 for a revised total agreement amount not to exceed $400,000 in the aggregate; and

b. Authorize the CEO for NMC or his designee to sign up to three (3) future amendments to this Agreement where the total amendments do not significantly change the scope of work, do not exceed 10% ($20,000) of the original contract amount and do not increase the total contract amount above $420,000.

8l. * **Approve for Submission to the Monterey County Board of Supervisors the Following Agreement with ECMO PRN,***Page 48-49* ***(CONSENT)***

a. Ratify execution by the designee of the CEO for Natividad Medical Center of an agreement with ECMO PRN, dated September 9, 2025, for one-time ECMO services and ECMO interfacility transportation services; and

b. Approve CEO's recommendation to accept non-standard insurance and limitation of liability provisions in the agreements; and

c. Authorize the Auditor-Controller to process payment to ECMO for specified outstanding invoices in the amount of $1,500 for ECMO services and ECMO interfacility transportation services.

8m. * **Approve for Submission to the Monterey County Board of Supervisors the Following Agreement with Medisolv, Inc.,** *Page 50-51* ***(CONSENT)***

a. Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute a nonstandard agreement with Medisolv, Inc. for electronic submittal of quality metrics services at NMC for a maximum County obligation of $435,000 for the term of January 1, 2026 through December 31, 2028.

b. Approve the NMC's Chief Executive Officer's recommendation to accept non-standard contract provisions within the Master Business Agreement.
c. Approve the NMC's Chief Executive Officer's recommendation to accept non-standard contract provisions within the Business Associate Agreement.
d. Authorize the Chief Executive Officer for Natividad Medical Center or his designee to execute up to three (3) future amendments that do not exceed 10% ($43,500) of the original agreement, do not significantly change the scope of services, and do not increase the total not to exceed amount over $478,500.

8n. * **Approve for Submission to the Monterey County Board of Supervisors the Following Agreement with Vizient, Inc.,** *Page 52-53* ***(CONSENT)***
Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute a retroactive agreement between the County of Monterey and Vizient, Inc. for the provision of participation in its no cost group purchasing program for Natividad Medical Center, at no cost for the term of July 1, 2025 through June 30, 2026.

8o. * **Approve for Submission to the Monterey County Board of Supervisors the Following Agreement with Healthcare Coding & Consulting Services, LLC,** *Page 54-55* ***(CONSENT)***
Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute amendment No. 1 to the agreement (A-17040) with Healthcare Coding & Consulting Services, LLC for U.S. base remote medical record coding and consulting services, adding $780,000 for a revised total agreement amount not to exceed $1,380,000 with no change to the existing term of August 22, 2024 through August 21, 2026.

8p. * **Approve for Submission to the Monterey County Board of Supervisors the Following Agreement with Stryker Sales Corporation,** *Page 56-57* ***(CONSENT)***
Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute a retroactive agreement between the County of Monterey and Stryker Sales Corporation dba Stryker Instruments for the provision of preventative maintenance on power tools and Neptune equipment services for Natividad Medical Center, for a maximum County obligation of $40,000 for the term of May 15, 2025 through November 14, 2025.

8q. * **Approve for Submission to the Monterey County Board of Supervisors the Following Agreement with Planned Parenthood Mar Monte-San Jose Health Center,** *Page 58-59* ***(CONSENT)***

a. Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute a retroactive agreement between the County of Monterey and Planned Parenthood Mar Monte-San Jose Health Center for the provision of Resident rotations for Natividad Medical Center, for the term of February 1, 2025 through February 14, 2030 at no cost ; and
b. Approve the NMC's Chief Executive Officer's recommendation to accept non-standard indemnification, insurance, limitations on liability, and limitations on damages provisions within the agreement.

8r. * **Approve for Submission to the Monterey County Board of Supervisors the Following Agreement with Natividad Medical Foundation,** *Page 60-61* ***(CONSENT)***
Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute amendment No. 3 to the agreement (A-14574) with Natividad Medical Foundation for

philanthropic services, extending the agreement an additional two (2) year period (January 1, 2026 through December 31, 2027) for a revised full agreement term of January 1, 2020 through December 31, 2027, and adding $2,097,435 for a revised total agreement amount not to exceed $7,242,011.

9. **Approve for Submission to the Monterey County Board of Supervisors the Following Agreement with the Regents of the University of California, which is in the final stages of negotiation,** *Page 62-64* ***(Andrea Rosenberg)***

Adopt a Resolution to:

a. Authorize the Chief Executive Officer for Natividad or his designee to execute a License Agreement with the Regents of the University of California, a California corporation, to grant a non-exclusive, non-transferable, revocable license to enter upon and use approximately 766 square feet of office space, located at 1326 Natividad Road, Unit A3, Salinas, California, in the Valle Verde Medical Condominium Complex, for the purpose of conducting environmental health research and health education on environmental exposures in Salinas Valley children, as part of the Center for the Health Assessment of Mothers and Children of Salinas (CHAMACOS), a research initiative affiliated with the University of California, Berkeley, on a month-to-month basis commencing December 1, 2025, for $500 per month; and
b. Find that the proposed License Agreement is in the public interest and that said License Agreement will not substantially conflict or interfere with the use of the property by the County.

10. **Approve for Submission to the Monterey County Board of Supervisors the Following Agreement with Executive Consulting Group, LLC, which is in the final stages of negotiation,** *Page 65-66* ***(Dr. Charles Harris)***

a. Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute a nonstandard agreement with Executive Consulting Group, LLC, dba ECG Management Consultants, a Delaware LLC for consulting services at NMC for a maximum County obligation of $210,000 for the term of December 1, 2025 through November 30, 2026.
b. Approve the NMC's Chief Executive Officer's recommendation to accept non-standard payment conditions, termination, insurance, royalties and inventions, miscellaneous provisions and limitations on liability provisions within the agreement.
c. Approve and authorize the Chief Executive Officer for Natividad Medical Center or designee to execute up to three (3) future amendments that do not exceed 10% ($21,000) of the original agreement, do not significantly change the scope of services, and do not increase the total not to exceed amount over $273,000.

11. **Approve for Submission to the Monterey County Board of Supervisors the Following Agreement with Coker Group, LLC, which is in the final stages of negotiation,** *Page 67-68* ***(Dr. Charles Harris)***

a. Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute a standard agreement with Coker Group Holdings, LLC dba Coker for consulting services at NMC for a maximum County obligation of $300,000 for the term of December 1, 2025 through November 30, 2026.

b. Approve and authorize the Chief Executive Officer for Natividad Medical Center (NMC) or designee to execute up to three (3) future amendments that do not exceed 10% ($30,000) of the original agreement, do not significantly change the scope of services, and do not increase the total not to exceed amount over $390,000.

12. Approve for Submission to the Monterey County Board of Supervisors the Following Agreement with OptumInsight Inc., which is in the final stages of negotiation, *Page 69-70* ***(Daniel Leon)***

a. Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute a nonstandard agreement with Optum, for OptumInsight, Inc. services at NMC for a maximum County obligation of $300,000 for the term of December 1, 2025 through November 30, 2026.
b. Authorize the Chief Executive Officer for Natividad Medical Center or his designee to execute up to three (3) future amendments that do not exceed 10% ($30,000) of the original agreement, do not significantly change the scope of services, and do not increase the total not to exceed amount over $390,000.
c. Approve the NMC's Chief Executive Officer's recommendation to accept non-standard indemnification, insurance, limitations on liability, and limitations on damages provisions within the agreement.

13. Approve for Submission to the Monterey County Board of Supervisors the Following Agreement with CareFusion Solutions, LLC., which is in the final stages of negotiation, *Page 71-72* ***(Dr. Craig Walls)***

a. Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute a Standard agreement with CareFusion Solutions, LLC dba MedKeeper for verification software guide services at NMC for a maximum County obligation of $226,854 for the term of five years effective as of the last signature date with NMC signing last.
b. Approve the NMC's Chief Executive Officer's recommendation to accept non-standard contract provisions within the agreement.
c. Authorize the Chief Executive Officer for Natividad Medical Center or his designee to execute up to three (3) future amendments that do not exceed 10% ($22,685) of the original agreement, do not significantly change the scope of services, and do not increase the total not to exceed amount over $249,539.

14. Approve for Submission to the Monterey County Board of Supervisors the Following Agreement with Healthcare Transformation Inc., which is in the final stages of negotiation, *Page 73-74* ***(Janine Bouyea)***

Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute amendment No. 3 to the agreement (A-16297) with Healthcare Transformation, Inc. dba HCT Executive Interim Management and Consulting for interim management services, including but not limited to Nursing Directors, Executive Interim Leadership, Clinic Services Management and Ancillary Management services, extending the agreement an additional one (1) year period (November 28, 2025 through November 27, 2026) for a revised full agreement term of November 28, 2022 through November 27, 2026, and adding $300,000 for a revised total agreement amount not to exceed $1,150,000.

15. **Approve for Submission to the Monterey County Board of Supervisors the Following Agreement with Data Innovations LLC, which is in the final stages of negotiation,** *Page 75-76* ***(Andrea Rosenberg)***
   a. Authorize the Chief Executive Officer for Natividad or his designee to execute a master agreement with Data Innovations LLC for laboratory middleware software SD2 maintenance and support, for an amount not to exceed $120,570 with an agreement term effective when signed by both parties for a three year period.
   b. Approve the NMC's Chief Executive Officer's recommendation to accept non-standard confidentiality, insurance, and limitations on liability provisions within the agreement.
   c. Approve the NMC's Chief Executive Officer's recommendation to accept and execute a non-standard Business Associate Agreement associated with the Master Agreement.

16. **Accept Oral Report from Natividad Chief Financial Officer** – *Daniel Leon, CFO*
   a. September 2025 YTD Financial Reports *Page 77-89*

17. **Receive Oral Report from Natividad Chief Executive Officer** - *Dr. Charles Harris, CEO*
   a. Legislative Update

18. **Receive Oral Report from Governance and Nominating Committee regarding Vacancies**– *Simon Salinas*

19. **Report from Governance and Nominating Committee on 2025 Proposed Revisions to Natividad Medical Center Bylaws** – *Simon Salinas Page 90-133*

   a. Consider and approve 2025 revisions to the 2017 Natividad Medical Center ("NMC") Bylaws; and
   b. Submit revised NMC Bylaws for final approval by the Board of Supervisors.

20. **Receive Oral Report from Natividad Chief of Staff** - *Dr. Valerie Vigil, COS*

21. **Closed Session Public Comment**
   Closed Session may be held at the conclusion of the Board's Regular Agenda, or at any time during the course of the meeting, before or after the scheduled time, announced by the Chairperson of the Board. The public may comment on Closed Session items prior to the Board's recess to Closed Session.

The Board Recesses for Closed Session Agenda Items

22. **Closed Session under Government Code Section 54950**
   a. Pursuant to Health and Safety Code Section 54957(b)(1), the Board will confer regarding a performance evaluation for the Natividad Medical Center Chief Executive Officer.
   b. Pursuant to Health and Safety Code Section 1461, Evidence Code Section 1157, and in

accordance with Government Code Section 54954.5, the Board will receive Medical Quality Assurance Reports.

The Board Reconvenes to Open Session on Public Agenda Items

23. **Accept and approve October 2025 Credentials Report from Medical Staff Office relating to appointment of medical staff and allied health professionals.** *Page 134-138*

24. **Approve Board of Trustees 2026 Proposed Meeting Dates** *Page 139*

Adjournment

Next Board of Trustees Meeting
Friday, January 9, 2026
9:00 AM
Natividad Room
1st Floor, Building 200

NMC Board of Trustees Meeting

Friday, October 3, 2025
9:00 AM
NATIVIDAD ROOM
1st Floor, Building 200

MINUTES

Participation in meetings

While the Natividad Board of Trustees meeting room remains open, members of the public may participate in this Natividad Board of Trustees meeting in 2 ways:

1. **You may attend the meeting in person; or,**

2. **You may participate through ZOOM. For ZOOM participation please join by phone call at any of these numbers below:**

   +1 971 247 1195 US (Portland)
   +1 253 215 8782 US (Tacoma)
   +1 346 248 7799 US (Houston)
   +1 602 753 0140 US (Phoenix)
   +1 720 928 9299 US (Denver)

Enter the Meeting ID number: 965 2688 1205 when prompted.
You will then enter the Password: 556008 when prompted.

Or, to attend the Natividad Board of Trustees meeting by Zoom computer audio at:
https://natividad.zoom.us/j/96526881205?pwd=45o3yp52RVc00WPxExayIUawX0jbQh.1

If you choose not to attend the Natividad Board of Trustees meeting in person but desire to make general public comment, or comment on a specific item on the agenda, you may do so in 2 ways:

1. Submit your comments in writing via email to the Natividad Board of Trustees at Natividadpubliccomments@natividad.com by 2:00 p.m. on the Thursday prior to the Board meeting. To assist Natividad staff in identifying the agenda item to which the comment relates, please indicate in the subject line the Board date and agenda number. Comments received by the 2:00 p.m. Thursday deadline will be distributed to the Board and will be placed in the record at the Board meeting.

   Or

2. You may make public comment by joining through ZOOM at one of the phone numbers or clicking the ZOOM link above. You will be placed in the meeting as an attendee; when you are ready to make a

public comment if joined by computer audio, please select the "Raise your Hand" option on the Zoom screen; and by phone please push #9 on your keypad.

a. If members of the public want to present documents/Power Point presentations while speaking, they should submit the document by 2:00 p.m. on Thursday before the meeting at Natividadpubliccomments@natividad.com (If submitted after that deadline, staff will make best efforts, but cannot guarantee, to make it available to present at the Committee meeting.)

TO ADDRESS THE BOARD DURING PUBLIC COMMENT: Members of the public may address comments to the Board concerning each agenda item and may comment when the Chair calls for general public comment for items that are not on the day's agenda.

TO ADDRESS THE BOARD ON A SPECIFIC ITEM ON THE AGENDA: When the Chair calls for public comment on a specific agenda item, the Secretary of the Board or his or her designee will first ascertain who wants to testify (among those who are in the meeting telephonically) and will then call on speakers one at a time. Public speakers will be broadcast in audio form only. If members of the public want to present documents/Power Point presentations while speaking, they should submit the document by 2:00 p.m. on Thursday before the meeting at Natividadpubliccomments@natividad.com (If submitted after that deadline, staff will make best efforts, but cannot guarantee, to make it available to present at the Board meeting.)

DOCUMENT DISTRIBUTION: Documents related to agenda items that are distributed to the Board less than 72 hours prior to the meeting shall be available for public inspection at the Secretary of the Board of Trustees Desk, Natividad Administration Office, 1441 Constitution Blvd., Salinas, CA. Documents distributed to the Board at the meeting by County staff will be available at the meeting; documents distributed to the Board by members of the public shall be made available after the meeting.

REASONABLE ACCOMMODATIONS; MODIFICATIONS: Individuals with disabilities who desire to request a reasonable accommodation or modification to observe or participate in the meeting may make such request by sending an email to Natividadpubliccomments@natividad.com. The request should be made no later than noon on the Wednesday prior to the Board meeting in order to provide time for Natividad to address the request.

INTERPRETATION AND TRANSLATION SERVICE: The Natividad Board of Trustees invites and encourages the participation of Monterey County residents at its meetings. If you require the assistance of an interpreter or the translation of a document in the agenda, please contact the Secretary of the Board of Trustees Desk, Natividad Administration Office, 1441 Constitution Blvd., Salinas, CA – or by phone at (831) 755-4185. The Secretary will make every effort to accommodate requests for interpreter or document translation assistance. Requests should be made as soon as possible, and at a minimum no later than noon on the Wednesday prior to the Board meeting.

The Chair and/or Secretary may set reasonable rules as needed to conduct the meeting in an orderly manner.

PLEASE NOTE: IF ALL PARTICIPATING BOARD MEMBERS ARE PRESENT IN PERSON, PUBLIC PARTICIPATION BY ZOOM IS FOR CONVENIENCE ONLY AND IS NOT REQUIRED BY LAW. IF THE ZOOM FEED IS LOST FOR ANY REASON, THE MEETING MAY BE PAUSED WHILE A FIX IS ATTEMPTED BUT THE MEETING MAY CONTINUE AT THE DISCRETION OF THE CHAIRPERSON.

Members of the Natividad Medical Center Board of Trustees are appointed by the Monterey County Board of Supervisors. Membership and terms of office are established by the Natividad Medical Center Bylaws.

Natividad

Reunión de la Junta Directiva de NMC

Viernes, 3 de octubre 2025
9:00 AM
NATIVIDAD ROOM
1er Piso, Edificio 200

Actas de la reunión

Podrá participar en la reunión

Mientras la sala de reuniones de la junta directiva de Natividad permanezca abierta, los miembros del público podrán participar en esta reunión de la junta directiva de Natividad de 2 maneras:

1.Podrá asistir a la reunión en persona; o,

2.Podrá participar a través de ZOOM. Para participar por ZOOM, únase por llamada telefónica a cualquiera de los siguientes números:

+1 971 247 1195 US (Portland)
+1 253 215 8782 US (Tacoma)
+1 346 248 7799 US (Houston)
+1 602 753 0140 US (Phoenix)
+1 720 928 9299 US (Denver)

Ingrese el número de ID de la reunión: 965 2688 1205 cuando se le solicite.
Luego, ingrese la contraseña: 556008 cuando se le solicite.

O, para asistir a la reunión del Consejo directivo de Natividad mediante audio por Zoom en:
https://natividad.zoom.us/j/96526881205?pwd=45o3yp52RVc00WPxExayIUawX0jbQh.1

Si decide no asistir en persona a la reunión de la junta directiva de Natividad pero desea hacer un comentario público general o comentar sobre un tema específico en el orden del día, puede hacerlo de 2 maneras:

1. Enviar sus comentarios por escrito a través del correo electrónico del consejo directivo de Natividad a Natividadpubliccomments@natividad.com antes de las 2:00 p.m. del jueves previo a la reunión de la Junta. Para ayudar al personal de Natividad a identificar el tema en la agenda al que se refiere el comentario, indique en la línea de asunto la fecha de la Junta y el número del tema. Los comentarios recibidos antes de la fecha límite de las 2:00 p.m. del jueves serán distribuidos a la Junta y se incluirán en el acta de la reunión.

O

2. Puede hacer un comentario público uniéndose a través de ZOOM a uno de los números telefónicos o haciendo clic en el enlace de ZOOM de arriba. Será colocado en la reunión como asistente; cuando esté listo para hacer un comentario público, si se unió por audio de la computadora, seleccione la opción "Levantar la mano" en la pantalla de Zoom; y por teléfono, presione #9 en su teclado.

    a. Si los miembros del público desean presentar documentos o presentaciones de PowerPoint durante su presentación, deben enviar los documentos antes de las 2:00 p.m. del jueves previo a la reunión a Natividadpublicomments@natividad.com. (Si envía las presentaciones después de la fecha límite, el personal hará su mejor esfuerzo, pero no puedé garantizar que los materiales estén disponibles para ser presentados en la reunión del Comité.

PARA DIRIGIRSE A LA JUNTA DURANTE LOS COMENTARIOS PUBLICOS: Los miembros del público pueden dirigir comentarios a la junta con respecto a cada tema de la agenda y pueden comentar cuando el presidente solicite comentarios públicos generales para los temas que no están en la agenda de ese día.

PARA DIRIGIRSE A LA JUNTA SOBRE UN TEMA ESPEFICICO DE LA ANDA: Cuando el presidente solicite comentarios públicos sobre un tema específico de la agenda, el secretario de la Junta o su designado primero determinará quién desea testificar (entre los que están en la reunión por teléfono) y luego llamará a los oradores uno por uno. Los oradores públicos serán transmitidos solo en formato de audio. Si los miembros del público desean presentar documentos o presentaciones de PowerPoint mientras hablan, deben enviar el documento antes de las 2:00 p.m. del jueves anterior a la reunión a Natividadpublicomments@natividad.com (Si se envía después de esa fecha límite, el personal hará lo mejor posible, pero no puede garantizar que esté disponible para presentarse en la reunión de la Junta).

DISTRIBUCION DE DOCUMENTOS: Los documentos relacionados con los temas de la agenda que se distribuyan a la Junta menos de 72 horas antes de la reunión estarán disponibles para la inspección pública en el Escritorio del secretario de la junta directiva, Oficina de Administración de Natividad, 1441 Constitution Blvd., Salinas, CA. Los documentos distribuidos a la Junta durante la reunión por el personal del Condado estarán disponibles en la reunión; los documentos distribuidos a la Junta por miembros del público estarán disponibles después de la reunión.

AJUSTES RAZONABLES; MODIFICACIONES: Las personas con discapacidades que deseen solicitar un ajuste razonable o modificación para observar o participar en la reunión pueden hacer dicha solicitud enviando un correo electrónico a Natividadpublicomments@natividad.com La solicitud debe hacerse a más tardar al mediodía del miércoles anterior a la reunión de la Junta, para proporcionar tiempo suficiente a Natividad para abordar la solicitud.

SERVICIO DE INTERPRETACIÓN Y TRADUCCIÓN: La Junta Directiva de Natividad invita y fomenta la participación de los residentes del Condado de Monterey en sus reuniones. Si necesita la asistencia de un intérprete o la traducción de un documento incluido en la agenda, comuníquese con el secretario de la Junta Directiva en la Oficina de Administración de Natividad, ubicada en 1441 Constitution Blvd., Salinas, CA, o por teléfono al (831) 755-4185. El secretario hará todo lo posible para atender las solicitudes de asistencia con interpretación o traducción de documentos. Las solicitudes deben hacerse lo antes posible y, como mínimo, antes del mediodía del miércoles previo a la reunión de la Junta.

El Presidente y/o el Secretario pueden establecer reglas razonables según sea necesario para llevar a cabo la reunión de manera ordenada.

TENGA EN CUENTA: SI TODOS LOS MIEMBROS DE LA JUNTA PARTICIPAN EN PERSONA, LA PARTICIPACIÓN PÚBLICA A TRAVÉS DE ZOOM ES SOLO POR CONVENIENCIA Y NO ES REQUERIDA POR LA LEY. SI SE PIERDE LA TRANSMISIÓN DE ZOOM POR CUALQUIER MOTIVO, LA REUNIÓN PUEDE SER PAUSADA MIENTRAS SE INTENTA SOLUCIONAR EL PROBLEMA, PERO LA REUNIÓN PUEDE CONTINUAR A DISCRECIÓN DEL PRESIDENTE.

Los miembros de la junta directiva del Centro Médico Natividad son nombrados por la Junta de Supervisores del Condado de Monterey. La membresía y los términos del cargo están establecidos por los Estatutos del Centro Médico Natividad.

Board of Trustees: Manuel Osorio, Dr. Charles Harris, Dr. Valerie Vigil, Marcia Atkinson, Jacqueline Cruz, Sonia De La Rosa, Libby Downey, Supervisor Chris Lopez, and Simon Salinas

Absent: Mitch Winick

NMC Staff/County: Stacey Saetta, Daniel Leon, Ari Entin, Dr. Craig Walls, Andrea Rosenberg, Cher Krause, Jennifer Williams, Tammy Perez, Hillary Fish, Dr. Marc Tunzi, Nancy Buscher, and Noemi Breig

1. Call to Order

2. Roll Call

Present

Manuel Osorio
Dr. Valerie Vigil
Dr. Charles Harris
Marcia Atkinson
Jacqueline Cruz
Sonia De La Rosa
Libby Downey
Simon Salinas

Absent

Supervisor Chris Lopez
Mitch Winick

3. Pledge of Allegiance

4. Additions and Corrections by Clerk– *Board Clerk*

- ***Move Consent Item 8i Philips Healthcare to be a Scheduled item.***

5. Minutes

- Approve the Minutes of September 5, 2025 Board of Trustees Special Meeting.

MOTION: ***Motion to approve the minutes of September 5, 2025, Board of Trustees Annual Meeting, by Libby Downey, seconded by Jacqueline Cruz, and approved unanimously.***

6. **Board Comments**

7. **Public Comments (Limited up to 3 minutes per speaker at the discretion of the Chair)**
This portion of the meeting is reserved for persons to address the Board on any matter not on this agenda but under the jurisdiction of the Board of Trustees. Board members may respond briefly to statements made or questions posed. They may ask a question for clarification; make a referral to staff for factual information, or request staff to report back to the Board at a future meeting.

8. **Consent Calendar**
Approve the following policies, procedures, rules, and regulations:
8a. Policies/Procedures/Forms/Manuals (listed and available upon request)

Policies/Manuals/Order Sets

New

- IMC-5020 MSU/IMC Standard of Care

No Changes

- 1:3800 Oxygen Therapy – Adult, Pediatrics
- 1:4240 Guideline for the Management of Patients Who Refuse Blood Transfusion
- 1:4500 Acquisitions, Preservation, and Disposition of Anatomic Pathology Specimens
- 1:7600 Intensive Care Unit (ICU) Perioperative Fasting Guidelines
- 1:9240 Massive Transfusion Policy
- 1:9250 Guidelines for Activity Restrictions for Mobilizing Patients Based on Laboratory Values
- 1:9270 Early Exercise and Mobility for Critically Ill Patients in the ICU
- 1:9313 Pediatric C-Spine Protocol in Trauma
- 1:9319 Alcohol Screening and Brief Intervention for Trauma Patients
- 1:9323 Blunt Cerebrovascular Injury in Trauma
- 2:0100 Paul Gann Blood Safety
- 6:3400 Legal Health Record
- 6:4000 Information Management Plan
- 8:6001 Security Policies and Procedures
- 8:6002 Administrator and Special Access
- 8:6006 Device and Media Controls
- 8:6007 Device and Media Re-use and Disposal
- 8:6008 Disaster Recovery and Emergency Operations Mode
- 8:6009 Emergency Access
- 8:6011 Health Information Data Security and Confidentiality Agreement and Access Policy
- 8:6013 Security Awareness
- 8:6020 Information Technology (IT) Activity Reviews, Audit Controls, and Authentication Mechanisms
- CARD-0306 Adult Echo Policy
- CARD-0307 Pediatric Protocol
- CS-7231 Sterilization and Disinfection
- CS-7236 Operation of Washer-Disinfectors
- ED-1100 Positive Culture Follow-Up

- ED-1340 Urine Point of Care (POC) Testing Protocol
- ED-1415 Support for the Caregiver After an Adverse/Harm Event
- IR-1500 Admittance of Outpatients Prior to Interventional Radiology
- IR-1501 Echocardiography with Agitated Saline Injection
- IR-1509 Blood Administration
- IR-1511 Cholangiogram
- IR-1512 Dress Attire in the Interventional Radiology Rooms
- IR-1514 On-Call Policy9
- IR-1515 Lead Apron and Shielding
- IR-1516 Care of the Patient with Ultrasound Guided Thrombolysis
- IR-1545 Phantom Protocol for Siemens Artis Q
- IR-1565 Biopsy of the Liver – Percutaneous
- IR-1569 Biopsy of the Live – Transjugular
- IR-1582 Cholecystostomy
- OPST-5007 OP/PT/ST Speech Therapy Pediatric Modified Barium Swallow Study
- OPST-5008 Physical Therapy, Occupational Therapy, and Speech Language Pathologist Staff Qualifications, Supervisory Requirements, and Development for Pediatric and Neonatal Physical Therapists
- OPST-6005 OP/PT/ST Patient Agreement – Outpatient Description
- OPST-6006 OP/PT/ST Cleaning Shared Non-Critical, Reusable Patient Care Equipment
- OPST-6010 OP/PT/ST Splint Pan Use and Cleaning
- OPST-6011 OP/PT/ST Vacation Request
- OPST-6700 OP/PT/ST Pediatric Feeding Evaluation and Treatment Policy and Procedure
- OPST-6701 OP/PT/ST Speech Therapy Cognitive Communication Evaluation and Treatment Policy and Procedure
- OPST-6703 OP/PT/ST Speech Therapy Swallow Evaluation and Treatment
- OPST-6704 OP/PT/ST Icepack Freezer Use and Cleaning
- OR-7024 Perioperative Services Operational Policy
- PERI-6665 Safety in Perinatal Services
- TPMG-021 Surgical Subspecialty Availability Trauma Contingency Guideline
- TPMG-022 Radiology Overread Process

Revised

- 1:0390 Transportation of Sterile and Unsterile Instruments
- 1:0450 Consent for Medical Treatment
- 1:1350 Alarm Management
- 1:2430 Safe Surrender
- 1:3400 Post Mortem Care – Non Fetal
- 1:3650 Defibrillator Test
- 1:3820 High Flow Nasal Cannula Oxygen Therapy
- 1:4215 Crash Cart Maintenance Adult Cart Broselow Pediatric Carts
- 1:4250 Administration of Blood and Blood Products
- 1:9090 Pressure Injury Prevention and Management Program
- 1:9300 Trauma Activation
- 1:9306 Performance Improvement and Patient Safety (PIPS) Plan
- 6:0325 Acceptable Patient Identification

- 6:1200 Form Control
- 6:2550 How to Define and Enter Provider Data Fields
- 6:2560 Standard for Name Entry
- 6:4206 Authorization to Appoint a Proxy Representative
- CS-7204 Bowie Dick Test
- CS-7206 Plasma/Steam Sterilizer Test
- CS-7212 Immediate use (Flash/Express) Sterilization Practices
- CS-7216 Operation of Steam Sterilizer
- CS-7228 Staffing Guidelines for Central Sterile
- CS-7232 Sterilization of Instruments and Supplies
- CS-7235 Operation of Sonic Washer
- CS-7237 Rapid Read Out Biological
- ED-1050 Critical Care Transport (CCT) Standard Operating Procedures
- ED-1230 Vital Sign Frequency
- ICU-2022 Continuous Renal Replacement Therapy (CRRT) Clinical Procedure
- IMC-5001 Intermediate Care Policy
- LDU-6640 LDU/MIU Postpartum Hemorrhage
- MIU-6310 Admission of Patient to Mother Infant Unit
- MIU-6510 Blood Glucose Monitoring Newborn
- OR-7017 Infection Control Guidelines for the Operating Room
- OR-7040 Count – Surgical Services Policy
- PERI-6660 RHOGAM
- SP-0395 Sexual Assault Response Team Standardized Contingency Guideline

Retire

- 1:0385 Registered Nurse Compounding in Emergency Situations
- 1:2400 Child, Adolescent, Physical Abuse and Neglect, and Sexual Abuse
- 1:2430 Abandonment of a Newborn
- 1:3111 Enteral Feeding, Management of Adult
- ED-1380 Screening and Initial Management Guidelines for the High-Risk Head Injured Patient
- IMC-5000 Standard of Care for Medical Surgical and Intermediate Care Nursing
- IR-1510 Housekeeping for Interventional Radiology
- IR-1513 On-Call Policy – Calling in the Team

Additions for Joint Conference

- 1:1500 Visiting Privileges and Support Person Guidelines
- Code of Business Conduct and Standards
- TPMG-004 Natividad Trauma Center Powershare Image Sharing Process
- 4:4000 Emergency Operations Plan

Approve for submission to the Monterey County Board of Supervisors the following agreements identified in Item 8b – ~~8i~~ 8h of the consent calendar. All of the listed items were previously reviewed and approved by the NMC Finance Committee.

8b. * **Approve for Submission to the Monterey County Board of Supervisors the Following Agreement with Victoria Chew, M.D.,** ***(CONSENT)***

a. Authorize the Chief Executive Officer (CEO) for Natividad Medical Center (NMC) or his designee to execute the Fourth Amendment to the Professional Services Agreement (A-14569) with Victoria Chew, M.D. to provide family medicine services, extending the term by twenty-four months (January 1, 2026 to December 31, 2027) for a revised full agreement term of November 1, 2018 to December 31, 2027, and adding $200,000 for a revised total agreement amount not to exceed $600,000 in the aggregate; and

b. Authorize the CEO for NMC or his designee to sign up to three (3) future amendments to this Agreement where the total amendments do not significantly change the scope of work, do not exceed 10% ($10,000) of the original contract amount and do not increase the total contract amount above $610,000.

8c. * **Approve for Submission to the Monterey County Board of Supervisors the Following Agreement with ATP Partners of California, P.C.,** ***(CONSENT)***

a. Authorize the Chief Executive Officer (CEO) for Natividad Medical Center (NMC) or his designee to execute the Professional and Call Coverage Services Agreement with ATP Partners of California, P.C. to provide neurology services for the period November 1, 2025 to December 31, 2028 for an amount not to exceed $1,500,000 in the aggregate; and
b. Authorize the CEO for NMC or his designee to sign up to three (3) future amendments to this Agreement where the total amendments do not significantly change the scope of work, do not exceed 10% ($150,000) of the original contract amount and do not increase the total contract amount above $1,500,000; and
c. Approve the NMC's Chief Executive Officer's recommendation to accept non-standard indemnification, insurance, limitations on liability, and limitations on damages provisions within the agreement.

8d. * **Approve for Submission to the Monterey County Board of Supervisors the Following Agreement with Katharina Pellegrin, MD Inc.,** ***(CONSENT)***

a. Authorize the Chief Executive Officer (CEO) for Natividad Medical Center (NMC) or his designee to execute the Third Amendment to the Professional and Call Coverage Services Agreement with Katharina Pellegrin, MD Inc. to provide general and critical care surgical services, extending the natural term by 12 months (July 1, 2026 to June 30, 2027) for a revised full agreement term of October 1, 2021 to June 30, 2027 and adding $200,000 for a revised not to exceed amount of $400,000 in the aggregate; and
b. Authorize the CEO or his designee to sign up to three (3) future amendments to this agreement where the total amendments do not significantly change the scope of work, do not cause an increase of more than 10% ($10,000) of the original contract amount and do not increase the total contract amount above $410,000.

8e. * **Approve for Submission to the Monterey County Board of Supervisors the Following Agreement for Medical Surgical 3 Renovation Bid,** ***(CONSENT)***

a. Approve the Plans and Specifications for the Natividad Medical Center, Project #9600-55 Medical -Surgical 3 Renovation, Bid #NMC-1014 for contractors to bid on construction; and
b. Authorize Natividad Medical Center to advertise the "Notice to Contractors" in a newspaper of general circulation.

8f. * **Approve for Submission to the Monterey County Board of Supervisors the Following Agreement with Sonoma State University,** ***(CONSENT)***

a. Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute a retroactive agreement between the County of Monterey and Sonoma State University for the provision of Placement of Students at Natividad Medical Center, for the term of August 1, 2025 through July 31, 2028 at no cost; and

b. Approve the NMC's Chief Executive Officer's recommendation to accept non-standard indemnification, provisions within the agreement.

8g. * **Approve for Submission to the Monterey County Board of Supervisors the Following Agreement with HPC International, Inc.,** ***(CONSENT)***

a. Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute an agreement with HPC International, Inc. dba HPC for online journals and librarian services at NMC for an amount not to exceed $193,540 with an agreement term retroactive from July 1, 2025 through June 30, 2028.

b. Approve the NMC's Chief Executive Officer's recommendation to accept non-standard indemnification, and limitations on liability provisions within the agreement.

8h. * **Approve for Submission to the Monterey County Board of Supervisors the Following Agreement with HPC International, Inc Renewal,** ***(CONSENT)***

Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute renewal & amendment No. 1 to the agreement with HPC International, Inc. dba HPC for medical librarian services, extending the agreement an additional 6-month period (July 1, 2025 through December 31, 2025) for a revised full agreement term of May 1, 2022 through December 31, 2025, and adding $31,620 for a revised total agreement amount not to exceed $214,004.

MOTION: ***Motion to approve Policies/Procedures/Forms/Manuals and contract items 8a-8h, moved by Simon Salinas, seconded by Marcia Atkinson, and approved unanimously.***

8i. * **Approve for Submission to the Monterey County Board of Supervisors the Following Agreement with Philips Healthcare, which is in the final stages of negotiation** ***(Andrea Rosenberg)***

a. Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute a retroactive nonstandard agreement with Philips Healthcare for cardiovascular ultrasound, portable x-ray, and general x-ray maintenance and services at NMC for a maximum County obligation of $1,361,119 for the term of September 27, 2025 through January 26, 2030.

b. Approve the NMC's Chief Executive Officer's recommendation to accept non-standard indemnification, limitations on liability, and limitations on damages provisions within the agreement.

MOTION: ***Motion to approve Scheduled Item 8i, moved by Simon Salinas, seconded by Libby Downey, and approved unanimously.***

Board Member Supervisor Chris Lopez joined the meeting.

9. **Accept Oral Report from Natividad Chief Financial Officer** – *Daniel Leon, CFO*

a. August 2025 YTD Financial Reports

MOTION: ***Motion to accept the August 2025 Financial Report, moved by Sonia De La Rosa, seconded by Marcia Atkinson, and approved unanimously.***

10. **Receive and Approve Executive Summary of ACGME Annual Institutional Review** - *Dr. Marc Tunzi, DIO*

MOTION: ***Motion to accept the Executive Summary of ACGME Annual Institutional Review, moved by Simon Salinas, seconded by Supervisor Chris Lopez, and approved unanimously.***

11. **Receive Oral Report from Natividad Chief Executive Officer** - *Dr. Charles Harris, CEO*
a. Legislative Update

12. **Receive Oral Report from Governance and Nominating Committee** – *Simon Salinas*

13. **Receive Oral Report from Natividad Chief of Staff** - *Dr. Valerie Vigil, COS*

14. **Receive Oral Report from Natividad Chief Nursing Officer** – *Nancy Buscher, CNO*

15. **Closed Session Public Comment**
Closed Session may be held at the conclusion of the Board's Regular Agenda, or at any time during the course of the meeting, before or after the scheduled time, announced by the Chairperson of the Board. The public may comment on Closed Session items prior to the Board's recess to Closed Session.

The Board Recesses for Closed Session Agenda Items

16. **Closed Session under Government Code Section 54950**
    a. Pursuant to Health and Safety Code Section 1461, Evidence Code Section 1157, and in accordance with Government Code Section 54954.5, the Board will receive Medical Quality Assurance Reports.

The Board Reconvenes to Open Session on Public Agenda Items

17. **Accept and approve September 2025 Credentials Report from Medical Staff Office relating to appointment of medical staff and allied health professionals.** *Page 51-54*

MOTION: ***Motion to accept the report on September 2025 Credentials Report, moved by Simon Salinas, seconded by Marcia Atkinson, and approved unanimously.***

Adjournment: With no other business before the Board, the meeting was adjourned at 11:07 am

Recorded by Noemi Breig

MONTEREY COUNTY BOARD OF SUPERVISORS BOARD REPORT

Accruent, LLC Amendment No. 5 **Legistar Number: ________**

..Title
Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute amendment No. 5 to the agreement (A-14065) with Accruent, LLC for maintenance management software services, extending the agreement an additional one (1) year period (January 1, 2026 through December 31, 2026) for a revised full agreement term of January 1, 2018 through December 31, 2026, and adding $38,414 for a revised total agreement amount not to exceed $220,103.

..Report
RECOMMENDATION:

It is recommended the Board of Supervisors:

Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute amendment No. 5 to the agreement (A-14065) with Accruent, LLC for maintenance management software services, extending the agreement an additional one (1) year period (January 1, 2026 through December 31, 2026) for a revised full agreement term of January 1, 2018 through December 31, 2026, and adding $38,414 for a revised total agreement amount not to exceed $220,103.

SUMMARY:

Natividad Medical Center seeks to enter into a professional services agreement with Accruent for the continued support and maintenance of its Computer Maintenance Management System (CMMS). This system is mission critical, compliance and regulatory driven platform that supports the hospital's ability to manage service tickets, schedule preventative maintenance, and maintain oversight of both low risk and high-risk equipment.

Under this agreement, Accruent will provide technical support, software updates, and system optimization services to ensure the CMMS operates reliably and remains compliant with healthcare regulations and standards. The system serves as the centralized database for managing equipment related workflows across all departments and is integral to maintaining compliance with The Joint Commission, Centers for Medicare & Medicaid Services (CMS), and other regulatory bodies.

To ensure the successful delivery of services, Natividad Medical Center will monitor implementation of updates, patches, and necessary system modifications. Review of reporting functions and documentation practices to support audit readiness and regulatory compliance.

DISCUSSION

The CMMS is essential to the operational infrastructure of Natividad Medical Center. Its functions directly support regulatory readiness, risk management, and patient safety by:

- Tracking and managing preventative maintenance for all facility equipment.
- Logging and resolving service tickets efficiently to reduce equipment downtime.
- Maintaining a complete and up to date inventory database of all low risk and high-risk equipment, which is essential for internal audits and regulatory inspections.

The services provided under this agreement are highly beneficial to Natividad Medical Center because they ensure our CMMS remains functional, current, and compliant with healthcare regulations. This level of operational oversight supports the hospital's accreditation status and enhances its ability to respond quickly to equipment related issues that may affect patient care or facility operations.

OTHER AGENCY INVOLVEMENT:

The Office of County Counsel has reviewed and approved this amendment No. 5 as to form, and the Auditor-Controller has reviewed and approved as to payment provisions. The amendment No. 5 has also been reviewed and approved by NMC's Finance Committee and by its Board of Trustees on November 7, 2025.

FINANCING:

The cost for this amendment No. 5 is $38,414 which is included in the FY 2025-26 Adopted Budget. There is no impact on the General Fund with this action.

BOARD OF SUPERVISORS STRATEGIC PALN GOALS SECTION:

This agreement directly supports the Board of Supervisors strategic initiatives to promote well-being and quality of life by ensuring that Natividad Medical Center continues to provide exceptional health programs and facilities. The CMMS provided by Accruent, LLC is a foundational tool that helps maintain safe, reliable, and compliant medical equipment and infrastructure. By managing maintenance schedules, service tickets, and regulatory records for all equipment, the CMMS helps keep clinical environments safe and operational, ultimately protecting patient health and improving care delivery countywide. This supports the creation of healthier communities where all residents can thrive.

_X_Well-Being and Quality of Life
__ Sustainable Infrastructure for Present and Future
__Safe and Resilient Communities
__Diverse and Thriving Economy
__ Administrative

Prepared by: Felipe Enriquez, Director of Engineering and Safety, 783-2614
Approved by: Charles R. Harris, Chief Executive Officer, 783-2553

Attachment(s):
Board Report
Accruent, LLC Amendment No. 5
Maintenance Connection, LLC Assignment and Assumption
Maintenance Connection, LLC Amendment No. 4
Maintenance Connection, LLC Amendment No. 3
Maintenance Connection, LLC Renewal and Amendment No. 2
Maintenance Connection, LLC Amendment No. 1
Maintenance Connection, LLC Original Agreement

Attachments on file with the Clerk of the Board

MONTEREY COUNTY BOARD OF SUPERVISORS BOARD REPORT

Locumtenens.com, LLC Amendment No. 7 **Legistar Number: ________**

..Title
Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute amendment No. 7 to the agreement (A-16146) with Locumtenens.com, LLC for recruiting and assignment of physician services, extending the agreement an additional three (3) month period (January 1, 2026 through March 31, 2026) for a revised full agreement term of August 26, 2022 through March 31, 2026, and adding $1,300,000 for a revised total agreement amount not-to-exceed $11,700,000.

..Report
RECOMMENDATION:

It is recommended the Board of Supervisors:

Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute amendment No. 7 to the agreement (A-16146) with Locumtenens.com, LLC for recruiting and assignment of physician services, extending the agreement an additional three (3) month period (January 1, 2026 through March 31, 2026) for a revised full agreement term of August 26, 2022 through March 31, 2026, and adding $1,300,000 for a revised total agreement amount not-to-exceed $11,700,000.

SUMMARY:

Locum tenens are physicians who temporarily take the place of physicians during periods when physicians (employed or contracted) are not available (e.g., vacation; illness; continuing medical education; etc.). In order to find highly qualified temporary physicians and other locum tenens, such as advanced practitioners, who match the position we are trying to cover and are available on sometimes very short notice, it is necessary to contract with multiple locum tenens agencies to provide referrals of locum tenens physicians.

DISCUSSION:

Due to multiple factors, including physician shortages in certain hard to fill specialties, NMC is experiencing a high utilization of locum tenens physicians and wishes to amend the agreements to add funds and extend the term ensuring temporary physicians are available if needed to provide the patient care services critical to NMC's operation without interruption.

OTHER AGENCY INVOLVEMENT:

The Office of County Counsel has reviewed and approved this amendment No. 7 as to form, and the Auditor-Controller has reviewed and approved as to payment provisions. The amendment No. 7 has also been reviewed and approved by NMC's Finance Committee and by its Board of Trustees on November 7, 2025.

FINANCING:

The cost for this amendment No. 7 is $1,300,000 which is included in the FY 2025-26 Adopted Budget. There is no impact on the General Fund with this action.

BOARD OF SUPERVISORS STRATEGIC PALN GOALS SECTION:

The services rendered in this agreement are required for a Level II Trauma Center and provide NMC with the additional support it needs in order to provide exceptional facilities and health programs to create safe and healthy communities where all can thrive.

__ Well-Being and Quality of Life
__ Sustainable Infrastructure for Present and Future
X Safe and Resilient Communities
__Diverse and Thriving Economy
__ Administrative

Prepared by: Jeanne-Ann Balza, Director of Physician Services, 783-2506
Approved by: Charles R. Harris, Chief Executive Officer, 783-2553

Attachment(s):
Locumtenens.com Amendment No. 7
Locumtenens.com Amendment No. 6
Locumtenens.com Amendment No. 5
Locumtenens.com Amendment No. 4
Locumtenens.com Amendment No. 3
Locumtenens.com Amendment No. 2
Locumtenens.com Amendment No. 1
Locumtenens.com Agreement

Attachments on file with the Clerk of the Board

MONTEREY COUNTY BOARD OF SUPERVISORS BOARD REPORT

Amendments No. 14 & 15 to Locum Tenens Agreements per RFP #9600-61
Legistar Number: ________

..Title
Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute amendments No. 14 to the agreements with Medical Search, LLC dba SUMO Medical Staffing (A-12896) and MDA Holdings, Inc. dba Medical Doctor Associates (A-12899), and amendment No. 15 to the agreement with AMN Healthcare Locum Tenens, Inc. (A-12897) for locum tenens physician referral services at NMC pursuant to Request for Proposals (RFP) #9600-61, extending the agreements an additional three (3) month period (January 1, 2026 through March 31, 2026) for a revised full agreement term of August 1, 2015 through March 31, 2026; with no change to the total aggregate amount for all agreements not-to-exceed $22,700,000.

..Report
RECOMMENDATION:

It is recommended the Board of Supervisors:

Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute amendments No. 14 to the agreements with Medical Search, LLC dba SUMO Medical Staffing (A-12896) and MDA Holdings, Inc. dba Medical Doctor Associates (A-12899), and amendment No. 15 to the agreement with AMN Healthcare Locum Tenens, Inc. (A-12897) for locum tenens physician referral services at NMC pursuant to Request for Proposals (RFP) #9600-61, extending the agreements an additional three (3) month period (January 1, 2026 through March 31, 2026) for a revised full agreement term of August 1, 2015 through March 31, 2026; with no change to the total aggregate amount for all agreements not-to-exceed $22,700,000.

SUMMARY:

Locum tenens are physicians who temporarily take the place of physicians during periods when physicians (employed or contracted) are not available (e.g., vacation; illness; continuing medical education; etc.). In order to find highly qualified temporary physicians and other locum tenens, such as advanced practitioners, who match the position we are trying to cover and are available on sometimes very short notice, it is necessary to contract with multiple locum tenens agencies to provide referrals of locum tenens physicians.

DISCUSSION:

Due to multiple factors, including physician shortages in certain hard to fill specialties, NMC is experiencing a high utilization of locum tenens physicians and wishes to amend the agreements to extend the term, ensuring temporary physicians are available if needed to provide the patient care services critical to NMC's operation without interruption.

OTHER AGENCY INVOLVEMENT:

The Office of County Counsel has reviewed and approved these amendments No. 14 and amendment No. 15 as to form, and the Auditor-Controller has reviewed and approved as to payment provisions. These amendments No. 14 and Amendment No. 15 have also been reviewed and approved by NMC's Finance Committee and by its Board of Trustees on November 7, 2025.

FINANCING:

Amendments No. 14 and Amendment No. 15 will be funded within the existing agreement amount; no additional funds are required. There is no impact on the General Fund with this action.

BOARD OF SUPERVISORS STRATEGIC PALN GOALS SECTION:

The services rendered under these agreements are required for a Level II Trauma Center and provide NMC with the additional support it needs in order to provide exceptional facilities and health programs to create safe and healthy communities where all can thrive.

__ Well-Being and Quality of Life
__ Sustainable Infrastructure for Present and Future
X Safe and Resilient Communities
__Diverse and Thriving Economy
__ Administrative

Prepared by: Jeanne-Ann Balza, Director of Physician Services, 783-2506
Approved by: Charles R. Harris, Chief Executive Officer, 783-2553

Attachment(s):
Medical Search, LLC d.b.a SUMO Medical Staffing Amendment No. 14
Medical Search, LLC d.b.a SUMO Medical Staffing Amendment No. 13
Medical Search, LLC d.b.a SUMO Medical Staffing Renewal & Amendment No. 12
Medical Search, LLC d.b.a SUMO Medical Staffing Amendment No. 11
Medical Search, LLC d.b.a SUMO Medical Staffing Amendment No. 10
Medical Search, LLC d.b.a SUMO Medical Staffing Renewal & Amendment No. 9
Medical Search, LLC d.b.a SUMO Medical Staffing Renewal & Amendment No. 8
Medical Search, LLC d.b.a SUMO Medical Staffing Amendment No. 7
Medical Search, LLC d.b.a SUMO Medical Staffing Amendment No. 6
Medical Search, LLC d.b.a SUMO Medical Staffing Amendment No. 5
Medical Search, LLC d.b.a SUMO Medical Staffing Amendment No. 4
Medical Search, LLC d.b.a SUMO Medical Staffing Amendment No. 3
Medical Search, LLC d.b.a SUMO Medical Staffing Amendment No. 2
Medical Search, LLC d.b.a SUMO Medical Staffing Amendment No. 1
Medical Search, LLC d.b.a SUMO Medical Staffing Agreement
MDA Holdings, Inc dba Medical Doctor Associates, LLC Amendment No. 14
MDA Holdings, Inc dba Medical Doctor Associates, LLC Amendment No. 13
MDA Holdings, Inc dba Medical Doctor Associates, LLC Renewal & Amendment No. 12
MDA Holdings, Inc dba Medical Doctor Associates, LLC Amendment No. 11
MDA Holdings, Inc dba Medical Doctor Associates, LLC Amendment No. 10
MDA Holdings, Inc dba Medical Doctor Associates, LLC Renewal & Amendment No. 9
MDA Holdings, Inc dba Medical Doctor Associates, LLC Renewal & Amendment No. 8
MDA Holdings, Inc dba Medical Doctor Associates, LLC Amendment No.7
MDA Holdings, Inc dba Medical Doctor Associates, LLC Amendment No. 6
MDA Holdings, Inc dba Medical Doctor Associates, LLC Amendment No. 5
MDA Holdings, Inc dba Medical Doctor Associates, LLC Amendment No. 4
MDA Holdings, Inc dba Medical Doctor Associates, LLC Amendment No. 3
MDA Holdings, Inc dba Medical Doctor Associates, LLC Amendment No. 2
MDA Holdings, Inc dba Medical Doctor Associates, LLC Amendment No. 1
MDA Holdings, Inc dba Medical Doctor Associates, LLC Agreement

AMN Healthcare Locum Tenens, Inc. Amendment No 15
AMN Healthcare Locum Tenens, Inc. Amendment No. 14
Staff Care, Inc. Renewal & Amendment No. 13
Staff Care, Inc. Amendment No. 12
Staff Care, Inc. Amendment No. 11
Staff Care, Inc. Renewal & Amendment No. 10
Staff Care, Inc. Amendment No. 9
Staff Care, Inc. Renewal & Amendment No. 8
Staff Care, Inc. Amendment No. 7
Staff Care, Inc. Amendment No. 6
Staff Care, Inc. Amendment No. 5
Staff Care, Inc. Amendment No. 4
Staff Care, Inc. Amendment No. 3
Staff Care, Inc. Amendment No. 2
Staff Care, Inc. Amendment No. 1
Staff Care, Inc. Agreement

Attachments on file with the Clerk of the Board

MONTEREY COUNTY BOARD OF SUPERVISORS BOARD REPORT

Monarch Medical Technologies LLC Amendment No. 4 **Legistar Number: ________**

..Title
Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute amendment No. 4 to the agreement (A-14125) with Monarch Medical Technologies, LLC for glucose management system enterprise software subscription services, extending the agreement an additional three (3) period (February 1, 2026 through January 31, 2029) for a revised full agreement term of October 1, 2018 through January 31, 2029 and adding $185,736 for a revised total agreement amount not to exceed $645,559.

..Report
RECOMMENDATION:

It is recommended the Board of Supervisors:

Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute amendment No. 4 to the agreement (A-14125) with Monarch Medical Technologies, LLC for glucose management system enterprise software subscription services, extending the agreement an additional three (3) period (February 1, 2026 through January 31, 2029) for a revised full agreement term of October 1, 2018 through January 31, 2029 and adding $185,736 for a revised total agreement amount not to exceed $645,559.

SUMMARY:

EndoTool is a clinical decision support software that provides personalized recommendations for insulin therapy to better control the patient's glycemic rates in a more automated fashion. Instead of the provider choosing from multiple order sets, it gives the provider the ability to order EndoTool management and the nurse follows the instructions from EndoTool rather than hand calculating insulin dosage. The software was built using Natividad Medical Center's policies, procedures and protocols that define insulin management and glycemic control. The system is HIPAA compliant and integrates with Meditech.

DISCUSSION
EndoTool has enhanced Natividad Medical Center's glycemic management by reducing the time to achieve glucose control, minimizing hyper – hypoglycemic events, and improving overall patient outcomes. Beyond clinical benefits, EndoTool contributes to operational efficiency by streamlining insulin dosing workflows, enhancing compliance with safety protocols, and supporting data-driven decision making. These improvements lead to better patient satisfaction, reduced complaints, and potential cost savings.

OTHER AGENCY INVOLVEMENT:

The Office of County Counsel has reviewed and approved this amendment No. 4 as to form, and the Auditor-Controller has reviewed and approved as to payment provisions. The amendment No. 4 has also been reviewed and approved by Natividad Medical Center's Finance Committee and by its Board of Trustees on November 7, 2025.

FINANCING:

The cost for this amendment No. 4 is $185,736 of which $60,690 is included in the FY 2025-26 Adopted Budget. Amounts for remaining years of the agreement will be included in those budgets as appropriate. There is no impact on the General Fund with this action.

BOARD OF SUPERVISORS STRATEGIC PLAN GOALS SECTION:

This agreement facilitates the enhanced operational performance of Natividad Medical Center. This provides Natividad Medical Center with the additional support it needs to be able to provide reliable and quality patient care thus improving the health and quality of life for patients and their families.

X Well-Being and Quality of Life
__ Sustainable Infrastructure for Present and Future
__ Safe and Resilient Communities
__ Diverse and Thriving Economy
__ Administrative

Prepared by: Raquel Mojica, IT Business Applications Manager, 831-783-2812
Approved by: Charles R. Harris, Chief Executive Officer, 783-2553

Attachment(s):
Board Report
Monarch Medical Technologies LLC Amendment No. 4
Monarch Medical Technologies LLC Amendment No. 3
Monarch Medical Technologies LLC Amendment No. 2
Monarch Medical Technologies LLC Amendment No. 1
Monarch Medical Technologies LLC Original Agreement

Attachments on file with the Clerk of the Board

MONTEREY COUNTY BOARD OF SUPERVISORS BOARD REPORT

Delphine Engel, M.D. Inc. Second Amendment **Legistar Number: __________**

..Title

a. Authorize the Chief Executive Officer (CEO) for Natividad Medical Center (NMC) or his designee to execute the Second Amendment to the Professional and Call Coverage Services Agreement (A-16651) with Delphine Engel, MD Inc. to provide general and critical care surgical services, extending the term by 24 months (January 1, 2026 to December 31, 2027) for a revised full agreement term of January 1, 2024 to December 31, 2027 and adding $350,000 for a revised not to exceed amount of $750,000 in the aggregate; and

b. Authorize the CEO or his designee to sign up to three (3) future amendments to this agreement where the total amendments do not significantly change the scope of work, do not cause an increase of more than 10% ($40,000) of the original contract amount and do not increase the total contract amount above $790,000.

..Report

RECOMMENDATION:

It is recommended the Board of Supervisors:

a. Authorize the Chief Executive Officer (CEO) for Natividad Medical Center (NMC) or his designee to execute the Second Amendment to the Professional and Call Coverage Services Agreement (A-16651) with Delphine Engel, MD Inc. to provide general and critical care surgical services, extending the term by 24 months (January 1, 2026 to December 31, 2027) for a revised full agreement term of January 1, 2024 to December 31, 2027 and adding $350,000 for a revised not to exceed amount of $750,000 in the aggregate; and

b. Authorize the CEO or his designee to sign up to three (3) future amendments to this agreement where the total amendments do not significantly change the scope of work, do not cause an increase of more than 10% ($40,000) of the original contract amount and do not increase the total contract amount above $790,000.

SUMMARY:

Natividad received its designation as the Level II Trauma Center for Monterey County in January 2015. The American College of Surgeons requires critical care surgeons to be available in-house with a 15-minute response time for Level II Trauma Centers. In order to provide 24/7 care, it is necessary to maintain a core team of quality surgeons made up of employed and independent contract physicians to provide daily call coverage in the Emergency Department and follow-up care to patients in the Intensive Care Unit.

DISCUSSION

NMC has an agreement with Delphine Engel, MD, a board-certified fellowship trained trauma surgeon, to provide general and critical care surgical services as part of the comprehensive trauma services required for a Level II Trauma Center. NMC wishes to amend this agreement, adding funds as well as extend the term for an additional 24 months so Dr. Engel can continue to participate in the on-call panel. NMC has obtained an independent opinion of fair market value supporting the payment terms of this Agreement.

OTHER AGENCY INVOLVEMENT:

The Office of County Counsel has reviewed and approved this Amendment as to legal form, and the Auditor-Controller has reviewed and approved this Amendment as to payment provisions. The Amendment has also been reviewed and approved by NMC's Finance Committee and by its Board of Trustees.

FINANCING:

The cost of this Amendment is $350,000. The total not to exceed amount of this Agreement is $750,000. The actual cost is contingent upon Dr. Engel's participation in the call panel which may fluctuate based on her availability. Natividad has agreements with multiple providers to ensure sufficient coverage of the trauma services where the total expenditure will not exceed $1,795,932 annually which is included in Fiscal Year 2025/2026 Adopted Budget. The remaining balance will be budgeted in the subsequent fiscal years. Funding will be provided from NMC's Enterprise Fund 451-9600-6608.

BOARD OF SUPERVISORS STRATEGIC PLAN GOALS SECTION:

The services rendered in this agreement are required for a Level II Trauma Center and provides NMC with the additional support it needs in order to provide exceptional facilities and health programs to create safe and healthy communities where all can thrive.

_X_Well-Being and Quality of Life
__ Sustainable Infrastructure for Present and Future
__Safe and Resilient Communities
__Diverse and Thriving Economy
__ Administrative

Prepared by: Jeanne-Ann Balza, Director of Physician Services, 783.2506
Approved by: Dr. Charles R. Harris, Chief Executive Officer, 783.2551

Attachments:
Board Report
Second Amendment
First Amendment
Agreement

Attachments on file with the Clerk of the Board

MONTEREY COUNTY BOARD OF SUPERVISORS BOARD REPORT

DAVID R. FLEMMING, M.D. Second Amendment **Legistar Number:**

..Title

a. Authorize the Chief Executive Officer (CEO) for Natividad Medical Center (NMC) or his designee to execute the Second Amendment to the Professional and Call Coverage Services Agreement (A-16660) with David R. Flemming, MD to provide general and critical care surgical services, extending the term by 24 months (January 1, 2026 to December 31, 2027) for a revised full agreement term of November 1, 2022 to December 31, 2027 and adding $100,000 for a revised not to exceed amount of $500,000 in the aggregate; and

b. Authorize the CEO or his designee to sign up to three (3) future amendments to this agreement where the total amendments do not significantly change the scope of work, do not cause an increase of more than 10% ($10,000) of the original contract amount and do not increase the total contract amount above $510,000.

..Report

RECOMMENDATION:

It is recommended the Board of Supervisors:

a. Authorize the Chief Executive Officer (CEO) for Natividad Medical Center (NMC) or his designee to execute the Second Amendment to the Professional and Call Coverage Services Agreement (A-16660) with David R. Flemming, MD to provide general and critical care surgical services, extending the term by 24 months (January 1, 2026 to December 31, 2027) for a revised full agreement term of November 1, 2022 to December 31, 2027 and adding $100,000 for a revised not to exceed amount of $500,000 in the aggregate; and

b. Authorize the CEO or his designee to sign up to three (3) future amendments to this agreement where the total amendments do not significantly change the scope of work, do not cause an increase of more than 10% ($10,000) of the original contract amount and do not increase the total contract amount above $510,000.

SUMMARY:

NMC must arrange for the professional consultation and treatment for patients who present to the emergency department and hospitalized patients in need of medical care or treatment in urology. In order to provide 24/7 care, it is necessary to maintain a core team of quality surgeons to provide daily call coverage in the Emergency Department and follow-up care to patients in the admitted on the inpatient care units.

DISCUSSION

NMC has an agreement with David R. Flemming, MD, a board-certified urologist, to provide urology services as part of the comprehensive trauma services required for a Level II Trauma Center. NMC wishes to amend this agreement, to extend the term for an additional 24 months so Dr. Flemming can continue to participate in the on-call panel without interruption. NMC has obtained an independent opinion of fair market value supporting the payment terms of this Agreement.

OTHER AGENCY INVOLVEMENT:

The Office of County Counsel has reviewed and approved this Amendment as to legal form, and the Auditor-Controller has reviewed and approved this Amendment as to payment provisions. The Amendment has also been reviewed and approved by NMC's Finance Committee and by its Board of Trustees.

FINANCING:

The cost of this Amendment is $100,000. The total not to exceed amount of this Agreement is $500,000. The actual cost is contingent upon Dr. Flemming's participation in the call panel which may fluctuate based on his availability. Natividad has agreements with multiple providers to ensure sufficient coverage of the urology services where the total expenditure will not exceed $1,422,156 annually which is included in Fiscal Year 2025/2026 Adopted Budget. The remaining balance will be budgeted in the subsequent fiscal years. Funding will be provided from NMC's Enterprise Fund 451-9600-6608.

BOARD OF SUPERVISORS STRATEGIC PLAN GOALS SECTION:

The services rendered in this agreement are required for a Level II Trauma Center and provides NMC with the additional support it needs in order to provide exceptional facilities and health programs to create safe and healthy communities where all can thrive.

_X_Well-Being and Quality of Life
__ Sustainable Infrastructure for Present and Future
__Safe and Resilient Communities
__Diverse and Thriving Economy
__ Administrative

Prepared by: Jeanne-Ann Balza, Director of Physician Services, 783.2506
Approved by: Dr. Charles R. Harris, Chief Executive Officer, 783.2551

Attachments:
Board Report
First Amendment
Agreement

Attachments on file with the Clerk of the Board

MONTEREY COUNTY BOARD OF SUPERVISORS BOARD REPORT

J. Anthony Shaheen, M.D. Inc. Second Amendment **Legistar Number:** ________

..Title
a. Authorize the Chief Executive Officer (CEO) for Natividad Medical Center (NMC) or his designee to execute the Second Amendment to the Professional and Call Coverage Services Agreement (A-16661) with J. Anthony Shaheen, M.D., Inc. to provide urology services, extending the term by 24 months (January 1, 2026 to December 31, 2027) for a revised full agreement term of October 1, 2022 to December 31, 2027, with no change to the total contract amount of $400,000; and
b. Authorize the CEO or his designee to sign up to three (3) future amendments to this agreement where the total amendments do not significantly change the scope of work, do not cause an increase of more than 10% ($10,000) of the original contract amount and do not increase the total contract amount above $410,000.

..Report
RECOMMENDATION:

It is recommended the Board of Supervisors:

a. Authorize the Chief Executive Officer (CEO) for Natividad Medical Center (NMC) or his designee to execute the Second Amendment to the Professional and Call Coverage Services Agreement (A-16661) with J. Anthony Shaheen, M.D., Inc. to provide urology services, extending the term by 24 months (January 1, 2026 to December 31, 2027) for a revised full agreement term of October 1, 2022 to December 31, 2027, with no change to the total contract amount of $400,000; and
b. Authorize the CEO or his designee to sign up to three (3) future amendments to this agreement where the total amendments do not significantly change the scope of work, do not cause an increase of more than 10% ($10,000) of the original contract amount and do not increase the total contract amount above $410,000.

SUMMARY:

NMC must arrange for the professional consultation and treatment for patients who present to the emergency department and hospitalized patients in need of medical care or treatment in urology. In order to provide 24/7 care, it is necessary to maintain a core team of quality surgeons to provide daily call coverage in the Emergency Department and follow-up care to patients in the admitted on the inpatient care units.

DISCUSSION

NMC has an agreement with J. Anthony Shaheen MD, a board-certified urologist, to provide urology services as part of the comprehensive trauma services required for a Level II Trauma Center. NMC wishes to amend this agreement, to extend the term for an additional 24 months so Dr. Shaheen can continue to participate in the on-call panel without interruption. NMC has obtained an independent opinion of fair market value supporting the payment terms of this Agreement.

OTHER AGENCY INVOLVEMENT:

The Office of County Counsel has reviewed and approved this Amendment as to legal form, and the Auditor-Controller has reviewed and approved this Amendment as to payment provisions. The Amendment has also been reviewed and approved by NMC's Finance Committee and by its Board of Trustees.

FINANCING:

There is no cost to this Amendment. The total not to exceed amount of this Agreement remains $400,000. The actual cost is contingent upon Dr. Shaheen's participation in the call panel which may fluctuate based on his availability. Natividad has agreements with multiple providers to ensure sufficient coverage of the urology services where the total expenditure will not exceed $1,422,156 annually which is included in Fiscal Year 2025/2026 Adopted Budget. The remaining balance will be budgeted in the subsequent fiscal years. Funding will be provided from NMC's Enterprise Fund 451-9600-6608.

BOARD OF SUPERVISORS STRATEGIC PLAN GOALS SECTION:

The services rendered in this agreement are required for a Level II Trauma Center and provides NMC with the additional support it needs in order to provide exceptional facilities and health programs to create safe and healthy communities where all can thrive.

_X_ Well-Being and Quality of Life
__ Sustainable Infrastructure for Present and Future
__ Safe and Resilient Communities
__ Diverse and Thriving Economy
__ Administrative

Prepared by: Jeanne-Ann Balza, Director of Physician Services, 783.2506
Approved by: Dr. Charles R. Harris, Chief Executive Officer, 783.2551

Attachments:
Board Report
First Amendment
Agreement

Attachments on file with the Clerk of the Board

MONTEREY COUNTY BOARD OF SUPERVISORS BOARD REPORT

Marta Zulik, M.D. Inc. Third Amendment **Legistar Number: ________**

..Title

a. Authorize the Chief Executive Officer (CEO) for Natividad Medical Center (NMC) or his designee to execute the Third Amendment to the Professional Services Agreement (A-14537) with Marta Zulik, M.D. Inc. to provide pulmonology critical care services, extending the term by 24 months (January 1, 2026 to December 31, 2027) for a revised full agreement term of November 1, 2019 to December 31, 2027, with no change to the total contract amount of $400,000; and
b. Authorize the CEO for NMC or his designee to sign up to three (3) future amendments to this Agreement where the total amendments do not significantly change the scope of work, do not exceed 10% ($40,000) of the original contract amount and do not increase the total contract amount above $440,000.

..Report

RECOMMENDATION:

It is recommended the Board of Supervisors:

a. Authorize the Chief Executive Officer (CEO) for Natividad Medical Center (NMC) or his designee to execute the Third Amendment to the Professional Services Agreement (A-14537) with Marta Zulik, M.D. Inc. to provide pulmonology critical care services, extending the term by 24 months (January 1, 2026 to December 31, 2027) for a revised full agreement term of November 1, 2019 to December 31, 2027, with no change to the total contract amount of $400,000; and
b. Authorize the CEO for NMC or his designee to sign up to three (3) future amendments to this Agreement where the total amendments do not significantly change the scope of work, do not exceed 10% ($40,000) of the original contract amount and do not increase the total contract amount above $440,000.

SUMMARY:

NMC operates a ten (10) bed intensive care unit (ICU) for the care and treatment of hospitalized patients facing life-threatening illness or injury and an outpatient clinic with over nineteen medical specialties, including pulmonary medicine. To ensure 24-hour a day coverage of the ICU and follow-up care in the clinic, it requires a team of critical care employees and independent contractor physicians, known as intensivists.

DISCUSSION:

NMC has an agreement with Dr. Zulik, a board-certified pulmonary medicine and critical care physician, to cover daily rounding in the ICU from time to time as needed to cover for employed physicians who were not available (e.g., vacation; illness; continuing medical education; etc.). Dr. Zulik also provides outpatient services to patients in the Specialty Clinic. NMC wishes to amend the agreement to extend the term by 24 months so that Dr. Zulik can continue to provide services without interruption. NMC has obtained an independent opinion of fair market value supporting the payment terms of this Agreement.

OTHER AGENCY INVOLVEMENT:

The Office of County Counsel has reviewed and approved this Third Amendment as to legal form, and the Auditor-Controller has reviewed and approved this Amendment as to payment provisions.

The Third Amendment has also been reviewed and approved by NMC's Finance Committee and by its Board of Trustees.

FINANCING:

There is no cost for this amendment. The total not to exceed amount of this Agreement is $400,000 for the period November 1, 2019 to December 31, 2027 (98 Months). $50,000 is included in the Fiscal Year 2025/2026 Adopted Budget, the remaining balance will be budgeted in the subsequent fiscal years. Funding will be provided from NMC's Enterprise Fund 451-9600-6608.

BOARD OF SUPERVISORS STRATEGIC PLAN GOALS SECTION:

The services rendered in this agreement provide Natividad with the additional support it needs to provide reliable and high-quality patient care which improves the health and quality of life for Monterey County residents and their families.

X_ Well-Being and Quality of Life
__ Sustainable Infrastructure for Present and Future
___Safe and Resilient Communities
__Diverse and Thriving Economy
__ Administrative

Prepared by: Jeanne-Ann Balza, Director of Physician Services, 783.2506
Approved by: Charles R. Harris, Chief Executive Officer, 783-2551

Attachments:

Board Report
Third Amendment
Second Amendment
First Amendment
Original Agreement

Attachments on file with the Clerk of the Board

MONTEREY COUNTY BOARD OF SUPERVISORS BOARD REPORT

Tele-Rheumatology Medical Associates First Amendment **Legistar Number: ________**

..Title
a. Authorize the Chief Executive Officer (CEO) for Natividad Medical Center (NMC) or his designee to execute the First Amendment to the Professional Services Agreement with Tele-Rheumatology Medical Associates dba Rheum Without Walls to provide rheumatology services, extending the term by 24 months (January 1, 2026 to December 31, 2027) for a revised full agreement term of January 1, 2024 to December 31, 2027, and adding $300,000 for a revised total agreement amount not to exceed $500,000 in the aggregate; and
b. Authorize the CEO for NMC or his designee to sign up to three (3) future amendments to this Agreement where the total amendments do not significantly change the scope of work, do not exceed 10% ($20,000) of the original contract amount, and do not increase the total contract amount above $520,000.

..Report
RECOMMENDATION:

It is recommended the Board of Supervisors:
a. Authorize the Chief Executive Officer (CEO) for Natividad Medical Center (NMC) or his designee to execute the First Amendment to the Professional Services Agreement with Tele-Rheumatology Medical Associates dba Rheum Without Walls to provide rheumatology services, extending the term by 24 months (January 1, 2026 to December 31, 2027) for a revised full agreement term of January 1, 2024 to December 31, 2027, and adding $300,000 for a revised total agreement amount not to exceed $500,000 in the aggregate; and
b. Authorize the CEO for NMC or his designee to sign up to three (3) future amendments to this Agreement where the total amendments do not significantly change the scope of work, do not exceed 10% ($20,000) of the original contract amount, and do not increase the total contract amount above $520,000.

SUMMARY:

NMC must arrange for care and treatment of hospitalized patients as well as patients who present to the outpatient clinics in need of medical care in the specialty of rheumatology. NMC wishes to amend the agreement with Tele-Rheumatology Medical Associates dba Rheum Without Walls, for which Dr. Farah Salahuddin M.D., a board-certified rheumatologist, will provide rheumatology services in the specialty clinic along with specialty consultation services as needed.

DISCUSSION:

Dr. Salahuddin provides outpatient services to patients in the Specialty Clinic. NMC wishes to amend the agreement to extend the term by 24 months so that Dr. Salahuddin can continue to provide services without interruption. NMC has obtained an independent opinion of fair market value supporting the payment terms of this Agreement.

OTHER AGENCY INVOLVEMENT:

The Office of County Counsel has reviewed and approved this First Amendment as to legal form, and the Auditor-Controller has reviewed and approved this Amendment as to payment provisions. The First Amendment has also been reviewed and approved by NMC's Finance Committee and by its Board of Trustees.

FINANCING:

The cost of this amendment is $300,000.The total not to exceed amount of this Agreement is $500,000 for the period January 1, 2024 to December 31, 2027 (47 Months). $59,597.96 is included in the Fiscal Year 2025/2026 Adopted Budget; the remaining balance will be budgeted in the subsequent fiscal years. Funding will be provided from NMC's Enterprise Fund 451-9600-6608.

BOARD OF SUPERVISORS STRATEGIC PLAN GOALS SECTION:

The services rendered in this agreement provide Natividad with the additional support it needs to provide reliable and high-quality patient care, which improves the health and quality of life for Monterey County residents and their families.

X_ Well-Being and Quality of Life
__ Sustainable Infrastructure for Present and Future
___Safe and Resilient Communities
__Diverse and Thriving Economy
__ Administrative

Prepared by: Jeanne-Ann Balza, Director of Physician Services, 783.2506
Approved by: Charles R. Harris, Chief Executive Officer, 783-2551

Attachments:
First Amendment
Original Agreement

Attachments on file with the Clerk of the Board

MONTEREY COUNTY BOARD OF SUPERVISORS BOARD REPORT

UCSF Pediatric Cardiology Services, First Amendment **Legistar Number: ________**

..Title
a. Authorize the Chief Executive Officer (CEO) for Natividad Medical Center (NMC) or his designee to execute the First Amendment to the Professional Services Agreement with The Regents of the University of California, a public corporation, on behalf of the University of California, San Francisco, School of Medicine, Department of Pediatrics (UCSF) to provide pediatric cardiology services extending the term by 24 months (January 1, 2026 to December 31, 2027) for a revised full agreement term of January 1, 2025 to December 31, 2027, and adding $200,000 for a revised total agreement amount not to exceed $400,000 in the aggregate; and
b. Authorize the CEO for NMC or his designee to sign up to three (3) future amendments to this Agreement where the total amendments do not significantly change the scope of work, do not exceed 10% ($20,000) of the original contract amount and do not increase the total contract amount above $420,000.

..Report
RECOMMENDATION:

It is recommended the Board of Supervisors:

a. Authorize the Chief Executive Officer (CEO) for Natividad Medical Center (NMC) or his designee to execute the First Amendment to the Professional Services Agreement with The Regents of the University of California, a public corporation, on behalf of the University of California, San Francisco, School of Medicine, Department of Pediatrics (UCSF) to provide pediatric cardiology services extending the term by 24 months (January 1, 2026 to December 31, 2027) for a revised full agreement term of January 1, 2025 to December 31, 2027, and adding $200,000 for a revised total agreement amount not to exceed $400,000 in the aggregate; and
b. Authorize the CEO for NMC or his designee to sign up to three (3) future amendments to this Agreement where the total amendments do not significantly change the scope of work, do not exceed 10% ($20,000) of the original contract amount and do not increase the total contract amount above $420,000.

SUMMARY:

Natividad operates the D'Arrigo Family Specialty Services Outpatient Clinic, offering over 15 different specialty care services, including pediatric cardiology. NMC has an agreement with UCSF, for which J. Emilio Quezada Liuti, M.D., a board-certified pediatric cardiologist, provides outpatient specialty care at least one day per week, thus allowing Monterey County children and their families to remain closer to home for specialized pediatric care.

DISCUSSION

NMC wishes to amend the agreement with UCSF and to add additional funds and to extend the term by 24 months from the date of expiration so that Dr. Quezada Liuti, M.D., can continue to provide the same services without interruption. NMC has obtained an independent opinion of fair market value supporting the payment terms.

OTHER AGENCY INVOLVEMENT:

The Office of County Counsel has reviewed and approved this Amendment as to legal form, and the

Auditor-Controller has reviewed and approved this Amendment as to payment provisions. The Amendment has also been reviewed and approved by NMC's Finance Committee and by its Board of Trustees.

FINANCING:

The cost of this Amendment is $200,000. The total not to exceed amount of this Agreement is $400,000 for the period January 1, 2025 to December 31, 2027 (36 Months). $75,000 is included in the Fiscal Year 2025/2026 Adopted Budget, the remaining balance will be budgeted in the subsequent fiscal years. Funding will be provided from NMC's Enterprise Fund 451-9600-6608.

BOARD OF SUPERVISORS STRATEGIC PLAN GOALS SECTION:

The services rendered in this agreement provide Natividad with the additional support it needs to provide reliable and high-quality patient care which improves the health and quality of life for Monterey County residents and their families.

_X_ Well-Being and Quality of Life
__ Sustainable Infrastructure for Present and Future
__ Safe and Resilient Communities
__ Diverse and Thriving Economy
__ Administrative

Prepared by: Jeanne-Ann Balza, Director of Physician Services, 783.2506
Approved by: Charles R. Harris, Chief Executive Officer, 783-2551

Attachments:

Board Report

First Amendment
Original Agreement

Attachments on file with the Clerk of the Board

MONTEREY COUNTY BOARD OF SUPERVISORS BOARD REPORT

ECMO PRN LLC emergency short term Agreement 09/09/2025
Legistar Number: ________

..Title
a. Ratify execution by the designee of the CEO for Natividad Medical Center of an agreement with ECMO PRN, dated September 9, 2025, for one-time ECMO services and ECMO interfacility transportation services; and
b. Approve CEO's recommendation to accept non-standard insurance and limitation of liability provisions in the agreements; and
c. Authorize the Auditor-Controller to process payment to ECMO for specified outstanding invoices in the amount of $1,500 for ECMO services and ECMO interfacility transportation services.

..Report
RECOMMENDATION:

It is recommended the Board of Supervisors:

a. Ratify execution by the designee of the CEO for Natividad Medical Center of an agreement with ECMO PRN, dated September 9, 2025, for one-time ECMO services and ECMO interfacility transportation services; and
b. Approve CEO's recommendation to accept non-standard insurance and limitation of liability provisions in the agreements; and
c. Authorize the Auditor-Controller to process payment to ECMO for specified outstanding invoices in the amount of $1,500 for ECMO services and ECMO interfacility transportation services.

SUMMARY:

This agreement allows us to place critically ill patients on extracorporeal membrane oxygenation (ECMO) machines and transport them to centers that can support these machines.

DISCUSSION

Patients who are candidates for ECMO may not survive without it and so bringing this life-saving technology will benefit our patients, their families and our medical staff.

OTHER AGENCY INVOLVEMENT:

The Office of County Counsel has reviewed and approved this agreement as to form, and the Auditor-Controller has reviewed and does not agree with the non-standard payment terms. The agreement has also been reviewed and approved by NMC's Finance Committee and by its Board of Trustees on November 7, 2025.

FINANCING:

The cost for this agreement is $1,500 which is included in the FY 2025-26 Adopted Budget. There is no impact on the General Fund with this action.

BOARD OF SUPERVISORS STRATEGIC PALN GOALS SECTION:

This Board request meets one of the BOS Strategic Initiatives. ECMO services and ECMO transport services provide the Monterey County community with important services not available in the County. ECMO services support critically ill patients with life-threatening health conditions. ECMO interfacility transport services allow critically ill patients to be transferred to an acute facility that provides ECMO services.

__ Well-Being and Quality of Life
__ Sustainable Infrastructure for Present and Future
X_Safe and Resilient Communities
__Diverse and Thriving Economy
__ Administrative

Prepared by: Craig Walls, Chief Medical Officer, 755-4196
Approved by: Charles R. Harris, Chief Executive Officer, 783-2553

Attachment(s):
Board Report
ECMO PRN LLC emergency short term Agreement, dated 09/09/2025

Attachments on file with the Clerk of the Board

MONTEREY COUNTY BOARD OF SUPERVISORS BOARD REPORT

Medisolv, Inc. Agreement   Legistar Number: ________

..Title

a. Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute a nonstandard agreement with Medisolv, Inc. for electronic submittal of quality metrics services at NMC for a maximum County obligation of $435,000 for the term of January 1, 2026 through December 31, 2028.
b. Approve the NMC's Chief Executive Officer's recommendation to accept non-standard contract provisions within the Master Business Agreement.
c. Approve the NMC's Chief Executive Officer's recommendation to accept non-standard contract provisions within the Business Associate Agreement.
d. Authorize the Chief Executive Officer for Natividad Medical Center or his designee to execute up to three (3) future amendments that do not exceed 10% ($43,500) of the original agreement, do not significantly change the scope of services, and do not increase the total not to exceed amount over $478,500.

..Report
RECOMMENDATION:

It is recommended the Board of Supervisors:

a. Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute a nonstandard agreement with Medisolv, Inc. for electronic submittal of quality metrics services at NMC for a maximum County obligation of $435,000 for the term of January 1, 2026 through December 31, 2028.
b. Approve the NMC's Chief Executive Officer's recommendation to accept non-standard contract provisions within the Master Business Agreement.
c. Approve the NMC's Chief Executive Officer's recommendation to accept non-standard contract provisions within the Business Associate Agreement.
d. Authorize the Chief Executive Officer for Natividad Medical Center or his designee to execute up to three (3) future amendments that do not exceed 10% ($43,500) of the original agreement, do not significantly change the scope of services, and do not increase the total not to exceed amount over $478,500.

SUMMARY:

Medisolv enables acute care facilities to efficiently manage quality reporting, ensure regulatory compliance, and drive measurable improvements in patient care and operational performance. The platform integrates seamlessly with electronic health records to provide real-time data analytics, simplifying the abstraction and submission of core measures, eCQMs, and other required reporting metrics. By offering actionable insights and benchmarking capabilities, Medisolv empowers healthcare teams to identify performance gaps, enhance clinical outcomes, and maintain continuous survey readiness.

DISCUSSION

Regulatory Compliance: Medisolv supports reporting for CMS (Centers for Medicare & Medicaid Services), The Joint Commission, and state-mandated quality programs, including Core Measures, chart-abstracted measures, and electronic Clinical Quality Measures (eCQMs).

Real-Time Data Analytics: The system integrates with hospital EHRs to provide real-time dashboards and analytics, allowing quality teams and clinical leaders to monitor performance and identify trends or gaps in care.

Performance Improvement Tools: It includes benchmarking, risk adjustment, and drill-down capabilities that help acute care teams target areas for improvement in patient outcomes, safety, and compliance.

User-Friendly Abstraction Workflow: Medisolv streamlines the manual abstraction process, supports automated data capture where possible, and offers tools for validation, tracking, and measure submission to CMS and The Joint Commission.

OTHER AGENCY INVOLVEMENT:

The Office of County Counsel has reviewed and approved this agreement as to form, and the Auditor-Controller has reviewed and does not agree with the non-standard payment terms. The agreement has also been reviewed and approved by NMC's Finance Committee and by its Board of Trustees on November 7, 2025.

FINANCING:

The cost for this agreement is $435,000 of which $145,000 is included in the FY 2025-26 Adopted Budget. Amounts for remaining years of the agreement will be included in those budgets as appropriate. There is no impact on the General Fund with this action.

BOARD OF SUPERVISORS STRATEGIC PLAN GOALS SECTION:

Medisolv directly supports our hospital's strategic goals of providing the highest quality of patient care and achieving top hospital quality ratings. Through real-time performance analytics, standardized reporting, and compliance with CMS and Joint Commission requirements, the platform ensures accuracy and transparency in quality data. This allows clinical teams to proactively address gaps, improve outcomes, and strengthen our hospital's position as a leader in quality and patient safety.

__ Well-Being and Quality of Life
__ Sustainable Infrastructure for Present and Future
X Safe and Resilient Communities
__Diverse and Thriving Economy
__ Administrative

Prepared by: Tammy Perez, Director of Quality Management, 783-2512
Approved by: Charles R. Harris, Chief Executive Officer, 783-2553

Attachment(s):
Board Report
Medisolv, Inc. Original Agreement

Attachments on file with the Clerk of the Board

MONTEREY COUNTY BOARD OF SUPERVISORS BOARD REPORT

Vizient, Inc. Renewal and Amendment No. 2 **Legistar Number: ________**

..Title
Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute a retroactive agreement between the County of Monterey and Vizient, Inc. for the provision of participation in its no cost group purchasing program for Natividad Medical Center, at no cost for the term of July 1, 2025 through June 30, 2026.

..Report
RECOMMENDATION:

It is recommended the Board of Supervisors:

Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute a retroactive agreement between the County of Monterey and Vizient, Inc. for the provision of participation in its no cost group purchasing program for Natividad Medical Center, at no cost for the term of July 1, 2025 through June 30, 2026.

SUMMARY:

GPO stands for Group Purchasing Organization and Vizient is one of the leading GPOs in the healthcare industry. Vizient issues Requests for Proposals (RFPs) for a wide variety of healthcare supplies and services and awards Supplier Contracts to selected bidders. Volume discounts are offered to hospitals and other healthcare facilities that are members of the GPO. Utilization by Natividad Medical Center of these Vizient Supplier Contracts is free of charge but requires a committed spend volume annually. For Fiscal Year 2025-26 that spend commitment is $26,886,000. Based on historic spend, Natividad Medical Center is able to meet this commitment. Vizient does retain an "Administrative Fee" from each supplier contract it establishes that healthcare organizations are able to utilize through the GPO. The GPO then pays Natividad Medical Center a 30% "Shareback" of the Administrative Fees per the Agreement.

In addition to lower pricing for supplies from GPO, Vizient also provides Spend Analytics and Item Master Services at no charge for Natividad Medical Center.

DISCUSSION

The current agreement with Vizient expired on June 30, 2025. This extension of the contract term allows for continued participation in this GPO which provides cost savings to the hospital and county.

OTHER AGENCY INVOLVEMENT:

The Office of County Counsel has reviewed and approved this renewal and amendment No. 2 as to form, and the Auditor-Controller has reviewed and approved as to payment provisions. The renewal and amendment No. 2 has also been reviewed and approved by NMC's Finance Committee and by its Board of Trustees on November 7, 2025.

FINANCING:

Natividad Medical Center does not pay Vizient directly to participate in this GPO. Supplies will be purchased directly from GPO Suppliers and payments are made directly to those Suppliers; therefore, there is no cost to this agreement specifically. There is no impact on the General Fund with this action.

BOARD OF SUPERVISORS STRATEGIC PLAN GOALS SECTION:

Participation in a GPO with Vizient allows Natividad to procure services and supplies in a very cost competitive manner as supplier contracts are bid out and offer volume discounts.

__ Well-Being and Quality of Life
__ Sustainable Infrastructure for Present and Future
X_Safe and Resilient Communities
__Diverse and Thriving Economy
__ Administrative

Prepared by: Kristen Aldrich, Hospital Purchasing & Materials Support Director, 783-2627
Approved by: Charles R. Harris, Chief Executive Officer, 783-2553

Attachment(s):
Board Report
Vizient Renewal and Amendment No. 2
Vizient Amendment No. 1
Vizient Master Services Agreement

Attachments on file with the Clerk of the Board

MONTEREY COUNTY BOARD OF SUPERVISORS BOARD REPORT

Healthcare Coding & Consulting Services, LLC Amendment No. 1 Legistar Number: ________

..Title
Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute amendment No. 1 to the agreement (A-17040) with Healthcare Coding & Consulting Services, LLC for U.S. base remote medical record coding and consulting services, adding $780,000 for a revised total agreement amount not to exceed $1,380,000 with no change to the existing term of August 22, 2024 through August 21, 2026.

..Report
RECOMMENDATION:

It is recommended the Board of Supervisors:

Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute amendment No. 1 to the agreement (A-17040) with Healthcare Coding & Consulting Services, LLC for U.S. base remote medical record coding and consulting services, adding $780,000 for a revised total agreement amount not to exceed $1,380,000 with no change to the existing term of August 22, 2024 through August 21, 2026.

SUMMARY:

Healthcare Coding and Consulting Services (HCCS) provides coding of accounts support, utilizing International Classification of Diseases Tenth Revision (ICD10-CM/PCS), Current Procedural Terminology (CPT), Evaluation /Management Levels (E/M), APC-DRG Review and Auditing, HCPCs Medical Supply conventions to Natividad designated medical encounters and Education and Training to Natividad as changes occur within the coding spectrum.

DISCUSSION
HCCS provides coding support for Specialty, Medical Groups and Emergency Services to include both trauma and non-trauma services and the appending of charges for all coded accounts executed by them. This vendor was chosen due to the complexity and distinctiveness of both services (general and trauma) and the various coding requirement, complexities and guidelines of state and federal regulatory entities. HCCS coding support ensures quality requirements mandated by state and federal regulations are submitted timely in addition to accurate reimbursement from all payers.

HCCS has certified coders to review complicated encounters; conduct monthly audits of the coding staff assigned to the Natividad Accounts, which meets the compliance requirement. The results are distributed, reviewed, discussed, and recommendations to enhance beneficial outcomes for the organization are considered and often executed. HCCS also provides auditing and validation summary documentation of specific third-party payor accounts required service justification.

Natividad Medical Center recognizes with the volume of Emergency/Labor, Emergency, Trauma, Specialty and All Medical Groups, it is imperative to insure the level of complexity with accurate coding of these services. In addition to the on-going difficulties with recruitment and retaining of qualified credentialed candidates we are not capable of meeting the facilities/ management level of expectations and demand.

OTHER AGENCY INVOLVEMENT:

The Office of County Counsel has reviewed and approved this amendment No. 1 as to form, and the Auditor-Controller has reviewed and approved as to payment provisions. The amendment No. 1 has also been reviewed and approved by NMC's Finance Committee and by its Board of Trustees on November 7, 2025.

FINANCING:

The cost for this amendment No. 1 is $780,000, of which $780,000 is included in the FY 2025-26 Adopted Budget. Amounts for remaining years of the agreement will be included in those budgets as appropriate. There is no impact on the General Fund with this action.

BOARD OF SUPERVISORS STRATEGIC PLAN GOALS SECTION:

The services rendered in this agreement provides Natividad Medical Center with the additional support which is needed due to the credential requirements to ensure accurate appending coding for reimbursement, regulatory, patient care initiatives and data reporting

__ Well-Being and Quality of Life
__ Sustainable Infrastructure for Present and Future
X Safe and Resilient Communities
__Diverse and Thriving Economy
__ Administrative

Prepared by: Kim Williams-Neal, Director of Health Information Management, 783-2440
Approved by: Charles R. Harris, Chief Executive Officer, 783-2553

Attachment(s):
Board Report
Healthcare Coding & Consulting Services, LLC Amendment No. 1
Healthcare Coding & Consulting Services, LLC Original Agreement

Attachments on file with the Clerk of the Board

MONTEREY COUNTY BOARD OF SUPERVISORS BOARD REPORT

Stryker Sales Corporation dba Styker Instruments Renewal & Amendment No. 4
Legistar Number: ________

..Title
Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute a retroactive agreement between the County of Monterey and Stryker Sales Corporation dba Stryker Instruments for the provision of preventative maintenance on power tools and Neptune equipment services for Natividad Medical Center, for a maximum County obligation of $40,000 for the term of May 15, 2025 through November 14, 2025.

..Report
RECOMMENDATION:

It is recommended the Board of Supervisors:

Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute a retroactive agreement between the County of Monterey and Stryker Sales Corporation dba Stryker Instruments for the provision of preventative maintenance on power tools and Neptune equipment services for Natividad Medical Center, for a maximum County obligation of $40,000 for the term of May 15, 2025 through November 14, 2025.

SUMMARY:

The agreement with Stryker is for preventative maintenance services for surgical instruments and Neptune-brand equipment at Natividad Medical Center. This amendment adds additional maintenance and repair plans for endoscopy equipment. This ensures consistent optimal performance and extends the lifespan of this medical equipment. Additionally, these routine and preventative maintenance services help prevent expensive repairs later, particularly because there are many intricate components.

DISCUSSION:

These routine and preventive services are instrumental in ensuring the consistent performance and reliability of our medical equipment. Making sure our equipment functions flawlessly is a matter of operational efficiency and regulatory compliance. This directly impacts the ability for our surgeons to provide safe patient care and minimizes the need to disrupt critical patient scheduling.

OTHER AGENCY INVOLVEMENT:

The Office of County Counsel has reviewed and approved this renewal and amendment No. 4 as to form, and the Auditor-Controller has reviewed and approved as to payment provisions. The renewal and amendment No. 4 has also been reviewed and approved by NMC's Finance Committee and by its Board of Trustees on November 7, 2025.

FINANCING:

The cost for this renewal and amendment No. 4 is $40,000 which is included in the FY 2025-26 Adopted Budget. There is no impact on the General Fund with this action.

BOARD OF SUPERVISORS STRATEGIC PLAN GOALS SECTION:

Preventative maintenance on surgical tools and equipment is a required service at the hospital and ensures effective treatments are being rendered in the best possible manner.

__ Well-Being and Quality of Life
__ Sustainable Infrastructure for Present and Future
X Safe and Resilient Communities
__ Diverse and Thriving Economy
__ Administrative

Prepared by: Wally Sayles, Director for Surgical Services, 831-772-7771
Approved by: Charles R. Harris, Chief Executive Officer, 783-2553

Attachments:
Stryker Sales Corporation dba Stryker Instruments Renewal and Amendment 4
Stryker Sales Corporation dba Stryker Instruments Renewal and Amendment 3
Stryker Sales Corporation dba Stryker Instruments Amendment 2
Stryker Sales Corporation dba Stryker Instruments Amendment 1
Stryker Sales Corporation dba Stryker Instruments Agreement

Attachments on file with the Clerk of the Board

MONTEREY COUNTY BOARD OF SUPERVISORS BOARD REPORT

Planned Parenthood Mar Monte-San Jose Health Center **Legistar Number:** ________

..Title
a. Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute a retroactive agreement between the County of Monterey and Planned Parenthood Mar Monte-San Jose Health Center for the provision of Resident rotations for Natividad Medical Center, for the term of February 1, 2025 through February 14, 2030 at no cost ; and
b. Approve the NMC's Chief Executive Officer's recommendation to accept non-standard indemnification, insurance, limitations on liability, and limitations on damages provisions within the agreement.

..Report
RECOMMENDATION:

It is recommended the Board of Supervisors:
a. Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute a retroactive agreement between the County of Monterey and Planned Parenthood Mar Monte-San Jose Health Center for the provision of Resident rotations for Natividad Medical Center, for the term of February 1, 2025 through February 14, 2030 at no cost ; and
b. Approve the NMC's Chief Executive Officer's recommendation to accept non-standard indemnification, insurance, limitations on liability, and limitations on damages provisions within the agreement.

SUMMARY:

Natividad Family Medicine residents rotate at clinics in the Planned Parenthood Mar Monte system to receive comprehensive reproductive health training as part of their standard gynecology curriculum.

DISCUSSION

Natividad's Family Medicine Residency trains physicians to provide full-spectrum care to underserved communities. Reproductive health—including contraception, miscarriage management, and abortion—is recognized as core training by AAFP (American Academy of Family Physicians) and ACGME (Accreditation Council on Graduate Medical Education). Planned Parenthood Mar Monte (PPMM), one of the nation's largest affiliates, offers high-quality services and serves as an ideal training partner. Resident rotations at Planned Parenthood meet ACGME requirements for comprehensive reproductive health training, including hands-on experience and uterine aspiration, medication abortion, long-acting reversible contraception procedures, miscarriage management, and complex contraception. Resident training expands our local capacity for timely compassion and reproductive health services and moderate County, where barriers to family-planning care are significant. This training aligns with our mission to advance health equity and prepare graduates to serve rural and underserved populations. This rotation ensures our graduates are fully prepared to meet the reproductive health needs of the communities they serve.

OTHER AGENCY INVOLVEMENT:

The Office of County Counsel has reviewed and approved this agreement as to form, and the

Auditor-Controller has reviewed and approved as to payment provisions. The agreement has also been reviewed and approved by NMC's Finance Committee and by its Board of Trustees on November 7, 2025.

FINANCING:

There is no cost for this agreement. There is no impact on the General Fund with this action.

BOARD OF SUPERVISORS STRATEGIC PALN GOALS SECTION:

Supporting this educational experience for Natividad Family Medicine Residents will result in a stronger local healthcare workforce, producing qualified family physicians who are well prepared to provide full spectrum family planning services to residents of Monterey County.

__ Well-Being and Quality of Life
__ Sustainable Infrastructure for Present and Future
X_Safe and Resilient Communities
__Diverse and Thriving Economy
__ Administrative

Prepared by: Dr. Melissa Nothnagle, Director of Family Medicine Residency, 831-783-2582
Approved by: Charles R. Harris, Chief Executive Officer, 783-2553

Attachment(s):
Board Report
Program Letter of Agreement

Attachments on file with the Clerk of the Board

MONTEREY COUNTY BOARD OF SUPERVISORS BOARD REPORT

Natividad Medical Foundation Amendment No. 3 **Legistar Number: ________**

..Title
Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute amendment No. 3 to the agreement (A-14574) with Natividad Medical Foundation for philanthropic services, extending the agreement an additional two (2) year period (January 1, 2026 through December 31, 2027) for a revised full agreement term of January 1, 2020 through December 31, 2027, and adding $2,097,435 for a revised total agreement amount not to exceed $7,242,011.

..Report
RECOMMENDATION:

It is recommended the Board of Supervisors:

Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute amendment No. 3 to the agreement (A-14574) with Natividad Medical Foundation for philanthropic services, extending the agreement an additional two (2) year period (January 1, 2026 through December 31, 2027) for a revised full agreement term of January 1, 2020 through December 31, 2027, and adding $2,097,435 for a revised total agreement amount not to exceed $7,242,011.

SUMMARY:

Natividad Medical Foundation (NMF) philanthropically supports enhancements to Natividad Medical Center (NMC) through capital projects and programs that continually improve the health of the people, including the vulnerable, in Monterey County through coordinated, affordable, high quality health care.

DISCUSSION:
Natividad Medical Foundation's (NMF) philanthropic services include capital campaign and major gift planning and fundraising, donor cultivation and solicitation (e.g., The Agricultural Leadership Council); special events; annual giving programs; community outreach in connection with fundraising; preparing and submitting foundation and government grant applications; and administering restricted funds and foundation gifts.

NMF will also provide critical services requested by the hospital, including Natividad Medical Center/Natividad Medical Foundation Joint Community Relations.

In addition, NMF raises philanthropic donations each year to support high quality patient care, such as patient basic needs assistance in close collaboration with hospital social workers to ensure safe discharge from the hospital; a countywide diabetes prevention education program and blood sugar testing supplies for low-income diabetic patients; free diagnostic mammograms and biopsies for economically disadvantaged women; assistance for women with cancer; and healing art for the hospital. NMF continues to prepare, secure and provide fiscal management for government grants and contracts to support Natividad's programs, including the Family Medicine Residency Program.

In addition, NMF has provided philanthropic support for programs operated at and on behalf of NMC, such as the Board of Supervisors' initiatives for gang violence intervention and prevention (CHOICE).

This amends an agreement from 2020.

OTHER AGENCY INVOLVEMENT:

The Office of County Counsel has reviewed and approved this amendment No. 3 as to form, and the Auditor-Controller has reviewed and approved as to payment provisions. The amendment No. 3 has also been reviewed and approved by NMC's Finance Committee and by its Board of Trustees on November 7, 2025.

FINANCING:

The cost for this amendment No. 3 is $2,097,435 of which $576,795 is included in the FY 2025-26 Adopted Budget. Amounts for remaining years of the agreement will be included in those budgets as appropriate. There is no impact on the General Fund with this action.

BOARD OF SUPERVISORS STRATEGIC PLAN GOALS SECTION:

Investing in Natividad Medical Foundation's philanthropic services mobilizes external funding for capital equipment, capital projects, and high-impact patient programs. This work advances the County's Strategic Plan by accelerating Goal A: Well-Being & Quality of Life – expanding access to exceptional health services and closing service-delivery gaps, and Goal E: Dynamic Organization & Employer of Choice – growing non-General-Fund revenues and strengthening Natividad's long-term fiscal sustainability.

__ Well-Being and Quality of Life
__ Sustainable Infrastructure for Present and Future
__ Safe and Resilient Communities
__Diverse and Thriving Economy
X_ Administrative

Prepared by: Charles Harris, MD, Chief Executive Officer, 783-2553
Approved by: Charles R. Harris, Chief Executive Officer, 783-2553

Attachment(s):
Board Report
Natividad Medical Foundation Amendment No. 3
Natividad Medical Foundation Amendment No. 2
Natividad Medical Foundation Amendment No. 1
Natividad Medical Foundation Agreement

Attachments on file with the Clerk of the Board

.Title
Adopt a Resolution to:

a. Authorize the Chief Executive Officer for Natividad or his designee to execute a License Agreement with the Regents of the University of California, a California corporation, to grant a non-exclusive, non-transferable, revocable license to enter upon and use approximately 766 square feet of office space, located at 1326 Natividad Road, Unit A3, Salinas, California, in the Valle Verde Medical Condominium Complex, for the purpose of conducting environmental health research and health education on environmental exposures in Salinas Valley children, as part of the Center for the Health Assessment of Mothers and Children of Salinas (CHAMACOS), a research initiative affiliated with the University of California, Berkeley, on a month-to-month basis commencing December 1, 2025, for $500 per month; and
b. Find that the proposed License Agreement is in the public interest and that said License Agreement will not substantially conflict or interfere with the use of the property by the County.

..Report

RECOMMENDATION:
It is recommended that the Board of Supervisors adopt a resolution to:

a. Authorize the Chief Executive Officer for Natividad or his designee to execute a License Agreement with the Regents of the University of California, a California corporation, to grant a non-exclusive, non-transferable, revocable license to enter upon and use approximately 766 square feet of office space, located at 1326 Natividad Road, Unit A3, Salinas, California, in the Valle Verde Medical Condominium Complex, for the purpose of conducting environmental health research and health education on environmental exposures in Salinas Valley children, as part of the Center for the Health Assessment of Mothers and Children of Salinas (CHAMACOS), a research initiative affiliated with the University of California, Berkeley, on a month-to-month basis commencing December 1, 2025, for $500 per month; and
b. Find that the proposed License Agreement is in the public interest and that said License Agreement will not substantially conflict or interfere with the use of the property by the County.

SUMMARY:
Natividad has had a relationship with CHAMACOS, a University of California Berkeley affiliated research program, for over twenty years to support research on environmental exposures in Salinas Valley children. Due to budget constraints, CHAMACOS seeks to relocate from its trailer located on the Natividad campus. Natividad proposes a month-to-month license agreement for new space at 1326 Natividad Road, Unit A3, where CHAMACOS will continue its critical research and community health work.

DISCUSSION:
Natividad has maintained a long-standing relationship, spanning over twenty years, with the Center for the Health Assessment of Mothers and Children of Salinas (CHAMACOS), a research initiative affiliated with the University of California, Berkeley. CHAMACOS is home to the

longest-running longitudinal birth cohort study on pesticide and environmental exposures among children in a farmworker community.

In 1999, CHAMACOS enrolled pregnant women living in the Salinas Valley and has since followed these families for decades. The study tracks environmental exposures, such as, pesticides and other chemicals and assesses children's growth, health, and development every one to two years. In 2010, nine-year-old children from the original cohort were re-enrolled and will continue to be followed into adulthood.

The CHAMACOS study has led to numerous peer-reviewed publications in leading medical and scientific journals, significantly advancing our understanding of environmental exposures and their impact on community health.

CHAMACOS has played a vital role in supporting and empowering the Salinas Valley community. Key initiatives include:

- Environmental Health Education: In collaboration with California State University, Monterey Bay and funded by the National Institutes of Health, CHAMACOS educated local elementary, middle, and high school science teachers on environmental health issues. They also supported teachers in developing engaging curricula and student activities.

- Air Quality Monitoring: CHAMACOS installed purple air monitors across the Salinas Valley to track and report on outdoor air quality.

- Health Screenings: The program provided personalized blood test results to participants, alerting them to health risks such as elevated cholesterol or diabetes. For some individuals, this was their only form of health screening, linking them to essential clinical care.

- Farmworker Outreach: CHAMACOS has educated more than 40,000 farmworkers on how to reduce personal and family exposure to pesticides.

- Youth Engagement: The CHAMACOS Youth Council empowered local high school students with hands-on research experience, helping them analyze data, share findings with the community, and advocate for policy changes at the state level.

Since the study's inception, CHAMACOS has operated from a portable trailer on Natividad's campus, paying nominal rent to the County of Monterey for the use of the land. Recently, due to budget constraints, CHAMACOS approached Natividad Medical Center to request support in identifying a new location on campus, as they can no longer afford the trailer rental fees.

Natividad Medical Center proposes to enter into a month-to-month license agreement for $500 per month for space located at the Valle Verde Medical Condominium Complex 1326 Natividad Road, Unit A3 in Salinas, CA. The designated space that is approximately 766 square feet will be used by CHAMACOS to continue follow-up activities with cohort participants. This includes conducting interviews and performing limited clinical assessments such as laboratory testing.

Government Code Section 25526.6 provides that the Board may authorize a County officer to convey an interest in real property to a public agency upon a finding that the conveyance of said interest is in the public interest and will not substantially conflict or interfere with the use of the property by the County.

Government Code Section 25526.6 states,

Notwithstanding any other provision of law, the board may grant or otherwise convey, or by ordinance, may authorize such county officer or officers as are deemed appropriate, to grant or otherwise convey an easement, license, or permit for use of any real property of the county to the state, or to any county, city, district, or public agency or corporation, or to any public utility corporation in the manner and upon the terms and conditions as the board or authorized county officer determines or prescribes, upon a finding by the board or authorized county officer that the conveyance is in the public interest and that the interest in land conveyed will not substantially conflict or interfere with the use of the property by the county.

OTHER AGENCY INVOLVEMENT:
County Counsel has reviewed and approved the License Agreement as to form and legality. County-Auditor Controller has reviewed and approved as to financial provisions. On November 10, 2025, the License Agreement was reviewed and approved by NMC's Finance Committee and by its Board of Trustees for consideration and approval by the Board of Supervisors.

FINANCING:
There is no anticipated fiscal impact to the General Fund resulting from approval of this License Agreement. The anticipated $500 rent payments received on a month-to-month basis will be deposited as revenue in accounting string: 451-9600-8142-4675.

BOARD OF SUPERVISORS STRATEGIC PLAN GOALS:
This action supports the Board of Supervisors' Strategic Plan goals for well-being and quality of life, sustainable infrastructure for the present and future, and safe and resilient communities by promoting the maintenance, sustainability, and responsible use of County facilities to support community-based research, education, and public health in Monterey County.

x Well-Being and Quality of Life
x Sustainable Infrastructure for the Present and Future
x Safe and Resilient Communities
____ Diverse and Thriving Economy

Prepared by: Andrea Rosenberg, Chief Ancillary and Support Services Officer, 783-
Approved by: Charles R. Harris, M.D., Chief Executive Officer, 783-2553

Attachments:
License Agreement
Draft Resolution - WORD

MONTEREY COUNTY BOARD OF SUPERVISORS BOARD REPORT

Executive Consulting Group, LLC, dba ECG Management Consultants, a Delaware LLC Agreement Legistar Number: ________

..Title

a Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute a nonstandard agreement with Executive Consulting Group, LLC, dba ECG Management Consultants, a Delaware LLC for consulting services at NMC for a maximum County obligation of $210,000 for the term of December 1, 2025 through November 30, 2026.
b. Approve the NMC's Chief Executive Officer's recommendation to accept non-standard payment conditions, termination, insurance, royalties and inventions, miscellaneous provisions and limitations on liability provisions within the agreement.
c. Approve and authorize the Chief Executive Officer for Natividad Medical Center or designee to execute up to three (3) future amendments that do not exceed 10% ($21,000) of the original agreement, do not significantly change the scope of services, and do not increase the total not to exceed amount over $273,000.

..Report
RECOMMENDATION:

It is recommended the Board of Supervisors:

a Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute a nonstandard agreement with Executive Consulting Group, LLC, dba ECG Management Consultants, a Delaware LLC for consulting services at NMC for a maximum County obligation of $210,000 for the term of December 1, 2025 through November 30, 2026.
b. Approve the NMC's Chief Executive Officer's recommendation to accept non-standard payment conditions, termination, insurance, royalties and inventions, miscellaneous provisions and limitations on liability provisions within the agreement.
c. Approve and authorize the Chief Executive Officer for Natividad Medical Center or designee to execute up to three (3) future amendments that do not exceed 10% ($21,000) of the original agreement, do not significantly change the scope of services, and do not increase the total not to exceed amount over $273,000.

SUMMARY:

ECG Management Consultants (ECG) is a healthcare consulting firm with significant expertise in hospital and health system operations. ECG will work closely with Natividad staff to improve labor and operational efficiency and enhance service delivery.

DISCUSSION:

The firm will offer guidance on planning and identifying opportunities to achieve these efficiencies, specifically focusing on improving patient services and access.

OTHER AGENCY INVOLVEMENT:

The Office of County Counsel has reviewed and approved this agreement to form, and the Auditor-Controller has reviewed and approved as to payment provisions. The agreement also been reviewed and approved by NMC's Finance Committee and by its Board of Trustees on November 14, 2025.

FINANCING:

The cost for this agreement is $210,000 of which $150,000 which is included in the FY 2025-26 Adopted Budget. Amounts for remaining years of the agreement will be included in those budgets as appropriate. There is no impact on the General Fund with this action.

BOARD OF SUPERVISORS STRATEGIC PLAN GOALS SECTION:
Partnering with ECG will empower Natividad to deliver services with the right resources, all while carefully monitoring the financial impact on our hospital budget. This strategic collaboration is essential for securing our long-term sustainability and ensuring we continue to meet the needs of our community.

__ Well-Being and Quality of Life
_X_ Sustainable Infrastructure for Present and Future
_Safe and Resilient Communities
__Diverse and Thriving Economy
__ Administrative

Prepared by: Daniel Leon, CFO, 783-2561
Approved by: Charles R. Harris, Chief Executive Officer, 783-2553

Attachment(s):
Board Report
Executive Consulting Group, LLC, dba ECG Management Consultants, a Delaware LLC Original Agreement

Attachments on file with the Clerk of the Board

MONTEREY COUNTY BOARD OF SUPERVISORS BOARD REPORT

Coker Group Holdings, LLC dba Coker Legistar Number: ________

..Title
a Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute a standard agreement with Coker Group Holdings, LLC dba Coker for consulting services at NMC for a maximum County obligation of $300,000 for the term of December 1, 2025 through November 30, 2026.
b. Approve and authorize the Chief Executive Officer for Natividad Medical Center (NMC) or designee to execute up to three (3) future amendments that do not exceed 10% ($30,000) of the original agreement, do not significantly change the scope of services, and do not increase the total not to exceed amount over $390,000.

..Report
RECOMMENDATION:

It is recommended the Board of Supervisors:

Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute a standard agreement with Coker Group Holdings, LLC dba Coker for consulting services at NMC for a maximum County obligation of $300,000 for the term of December 1, 2025 through November 30, 2026.
b. Approve and authorize the Chief Executive Officer for Natividad Medical Center (NMC) or designee to execute up to three (3) future amendments that do not exceed 10% ($30,000) of the original agreement, do not significantly change the scope of services, and do not increase the total not to exceed amount over $390,000.

SUMMARY:

Coker Group is a healthcare consulting firm with significant expertise in public hospital and health system operations. Coker will work closely with Natividad staff to analyze opportunities for operational efficiency and enhancements to service delivery. Their focus will include supply chain, purchased services, revenue cycle, health information technology, ambulatory, and pharmacy.

DISCUSSION
The firm will offer guidance on planning and identifying opportunities to achieve these efficiencies and improving patient services and access.

OTHER AGENCY INVOLVEMENT:

The Office of County Counsel has reviewed and approved this agreement as to form, and the Auditor-Controller has reviewed and approved as to payment provisions. The agreement has also been reviewed and approved by NMC's Finance Committee and by its Board of Trustees on November 14, 2025.

FINANCING:

The cost for this agreement is $300,000 of which $150,000 which is included in the FY 2025-26 Adopted Budget. Amounts for remaining years of the agreement will be included in those budgets as appropriate. There is no impact on the General Fund with this action.

BOARD OF SUPERVISORS STRATEGIC PLAN GOALS SECTION:

Partnering with Coker will help Natividad to deliver services more efficiently and effectively. This strategic collaboration is essential for securing our long-term sustainability and ensuring we continue to meet the needs of our paticnts and community

__ Well-Being and Quality of Life
_X_ Sustainable Infrastructure for Present and Future
__Safe and Resilient Communities
__Diverse and Thriving Economy
__ Administrative

Prepared by: Daniel Leon, CFO, 783-2561
Approved by: Charles R. Harris, Chief Executive Officer, 783-2553

Attachment(s):
Board Report
Coker Group Holdings, LLC dba Coker Original Agreement

Attachments on file with the Clerk of the Board

MONTEREY COUNTY BOARD OF SUPERVISORS BOARD REPORT

OptumInsight, Inc. **Legistar Number: ________**

..Title

a. Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute a nonstandard agreement with Optum, for OptumInsight, Inc. services at NMC for a maximum County obligation of $300,000 for the term of December 1, 2025 through November 30, 2026.

b. Authorize the Chief Executive Officer for Natividad Medical Center or his designee to execute up to three (3) future amendments that do not exceed 10% ($30,000) of the original agreement, do not significantly change the scope of services, and do not increase the total not to exceed amount over $390,000.

c. Approve the NMC's Chief Executive Officer's recommendation to accept non-standard indemnification, insurance, limitations on liability, and limitations on damages provisions within the agreement.

..Report

RECOMMENDATION:

It is recommended the Board of Supervisors:

a. Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute a nonstandard agreement with Optum, for OptumInsight, Inc. services at NMC for a maximum County obligation of $300,000 for the term of December 1, 2025 through November 30, 2026.

b. Authorize the Chief Executive Officer for Natividad Medical Center or his designee to execute up to three (3) future amendments that do not exceed 10% ($30,000) of the original agreement, do not significantly change the scope of services, and do not increase the total not to exceed amount over $390,000.

c. Approve the NMC's Chief Executive Officer's recommendation to accept non-standard indemnification, insurance, limitations on liability, and limitations on damages provisions within the agreement.

SUMMARY:

Optum services will provide secondary physician review for inpatient and observation stays. This function plays a critical role in the utilization review process by offering an independent, evidence-based assessment of medical necessity and level of care. The secondary review ensures that clinical decisions align with regulatory and payer requirements, supports appropriate resource utilization, and helps prevent potential denials. Through this collaborative process, Optum physician reviewers work closely with case management and treating providers to validate or clarify admission status determinations, ultimately promoting quality care and compliance with reimbursement guidelines.

DISCUSSION

Optum services are necessary to maintain the TAR-free process that Natividad participates in. By utilizing Optum for secondary physician review, the hospital meets the requirements established under the TAR-free agreement, ensuring continued eligibility for streamlined utilization review and claims processing. This partnership supports compliance with state and federal Conditions of Participation by providing objective medical necessity reviews, proper documentation, and oversight of inpatient and observation admissions. Maintaining adherence to these processes helps Natividad avoid administrative delays, reduce denial risk, and uphold regulatory standards while ensuring patients receive appropriate and timely care.

OTHER AGENCY INVOLVEMENT:

The Office of County Counsel has reviewed and approved this nonstandard agreement as to form, and the Auditor-Controller has reviewed and approved as to payment provisions. The nonstandard agreement has also been reviewed and approved by NMC's Finance Committee and by its Board of Trustees on November 14, 2025.

FINANCING:

The cost for this nonstandard agreement is $300,000 of which $_100,000_/which is included in the FY 2025-26 Adopted Budget. Amounts for remaining years of the agreement will be included in those budgets as appropriate. There is no impact on the General Fund with this action.

BOARD OF SUPERVISORS STRATEGIC PLAN GOALS SECTION:
This partnership supports the initiative by promoting efficient, compliant care delivery that strengthens healthcare quality, accountability, and access for the community.

__ Well-Being and Quality of Life
__ Sustainable Infrastructure for Present and Future
X_Safe and Resilient Communities
__Diverse and Thriving Economy
__ Administrative

Prepared by: Karen Friedrich, Director of Case Management, 831-783-2556
Approved by: Charles R. Harris, Chief Executive Officer, 783-2553

Attachment(s):
Board Report
OptumInsight, Inc. Original Agreement

Attachments on file with the Clerk of the Board

MONTEREY COUNTY BOARD OF SUPERVISORS BOARD REPORT

CareFusion Solutions, LLC d/b/a MedKeeper Agreement **Legistar Number: _________**

..Title

a. Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute a Standard agreement with CareFusion Solutions, LLC dba MedKeeper for verification software guide services at NMC for a maximum County obligation of $226,854 for the term of five years effective as of the last signature date with NMC signing last.
b. Approve the NMC's Chief Executive Officer's recommendation to accept non-standard contract provisions within the agreement.
c. Authorize the Chief Executive Officer for Natividad Medical Center or his designee to execute up to three (3) future amendments that do not exceed 10% ($22,685) of the original agreement, do not significantly change the scope of services, and do not increase the total not to exceed amount over $249,539.

..Report

RECOMMENDATION:

It is recommended the Board of Supervisors:

a. Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute a Standard agreement with CareFusion Solutions, LLC dba MedKeeper for verification software guide services at NMC for a maximum County obligation of $226,854 for the term of five years effective as of the last signature date with NMC signing last.
b. Approve the NMC's Chief Executive Officer's recommendation to accept non-standard contract provisions within the agreement.
c. Authorize the Chief Executive Officer for Natividad Medical Center or his designee to execute up to three (3) future amendments that do not exceed 10% ($22,685) of the original agreement, do not significantly change the scope of services, and do not increase the total not to exceed amount over $249,539.

SUMMARY:

Some medications must be given to patients by administration into a vein. When not commercially available these medications must be prepared by Natividad Medical Center's pharmacy. This is called compounding. It is important that the correct medication is selected and that the correct dose is drawn up. Wrong doses or wrong medications could harm patients. IV Workflow systems like MedKeeper's PharmacyKeeper Verification software guide pharmacy staff as they prepare these medications by providing step-by-step directions. The medications used and their doses are verified for accuracy by the software. The software also helps with the collection and storage of legally required documentation.

DISCUSSION

The IV Workflow system consists of software, a barcode reader, and a scale. The IV Workflow system has many benefits for Natividad Medical Center. The primary benefit is patient safety. Using barcode scanning technology the software ensures that correct medications are used. The use of the scale allows use of gravimetrics to ensure correct doses are used. During preparation pictures are taken at critical steps in the process to aid pharmacists when they perform required final checks on the completed medication. These processes help to prevent wrong drug and wrong dose errors in IV compounding. The Institute for Safe Medication Practices recommends the use of IV Workflow systems.

There are workflow benefits from using the software. All items needed to be prepared are placed in the same work queue. Medications needed on an immediate or STAT basis are moved to the top of the queue automatically. The queue is visible to the entire pharmacy allowing other personnel to gather needed constituents for production. The queue is available to staff answering phone calls about specific compounded medications. This increases efficiency.

The software also collects, records, and makes records easily retrievable. This assists Natividad Medical Center with meeting regulatory requirements.

OTHER AGENCY INVOLVEMENT:

The Office of County Counsel has reviewed and approved this agreement as to form, and the Auditor-Controller has reviewed and approved as to payment provisions. The agreement has also been reviewed and approved by NMC's Finance Committee and by its Board of Trustees on November 7, 2025.

FINANCING:

The cost for this agreement is $226,854 of which $46,491 is included in the FY 2025-26 Adopted Budget. Amounts for remaining years of the agreement will be included in those budgets as appropriate. There is no impact on the General Fund with this action.

BOARD OF SUPERVISORS STRATEGIC PALN GOALS SECTION:

IVWorkflow software helps to prevent medication errors in the preparation of intravenously administered medications. This ensures that patients get the correct dose and correct medication which improves the health of Monterey County residents.

__ Well-Being and Quality of Life
__ Sustainable Infrastructure for Present and Future
X_Safe and Resilient Communities
__Diverse and Thriving Economy
__ Administrative

Prepared by: Jason Warren, Pharmacy Director, 831-772-7720
Approved by: Charles R. Harris, Chief Executive Officer, 783-2553

Attachment(s):
Board Report
Amendment No. 2
Amendment No. 1
Original Agreement

Attachments on file with the Clerk of the Board

MONTEREY COUNTY BOARD OF SUPERVISORS BOARD REPORT

Healthcare Transformation, Inc. dba HCT Executive Interim Management and Consulting
Amendment No. 3 **Legistar Number: _________**

..Title
Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute amendment No. 3 to the agreement (A-16297) with Healthcare Transformation, Inc. dba HCT Executive Interim Management and Consulting for interim management services, including but not limited to Nursing Directors, Executive Interim Leadership, Clinic Services Management and Ancillary Management services, extending the agreement an additional one (1) year period (November 28, 2025 through November 27, 2026) for a revised full agreement term of November 28, 2022 through November 27, 2026, and adding $300,000 for a revised total agreement amount not to exceed $1,150,000.

..Report
RECOMMENDATION:

It is recommended the Board of Supervisors:

Authorize the Chief Executive Officer for Natividad Medical Center (NMC) or his designee to execute amendment No. 3 to the agreement (A-16297) with Healthcare Transformation, Inc. dba HCT Executive Interim Management and Consulting for interim management services, including but not limited to Nursing Directors, Executive Interim Leadership, Clinic Services Management and Ancillary Management services, extending the agreement an additional one (1) year period (November 28, 2025 through November 27, 2026) for a revised full agreement term of November 28, 2022 through November 27, 2026, and adding $300,000 for a revised total agreement amount not to exceed $1,150,000.

SUMMARY:

Natividad Medical Center entered into an agreement with Healthcare Transformation, LLC, a national firm experienced in providing healthcare consulting services and interim professional placements, in November of 2022, for specialized consulting services to evaluate Natividad's current Core Measure performance and processes and to implement best practices to improve performance. It is necessary to amend this Agreement to extend the Supervising Nurse positions until permanently filled.

DISCUSSION

Healthcare Transformation, LLC (HCT) is a national firm experienced in providing interim management-level professional placements in health care organizations. HCT provides essential support by supplying expert agency clinical supervising and nursing staff for NMC when vacancies occur. With their assistance, NMC will effectively staff critical areas of the hospital.

The demand for staff has surged in recent years due to a decreasing pool of qualified applicants. NMC experiences resignations, increasing the urgency to attract qualified management and supervisory staff committed to providing exceptional care for our community. NMC is requesting to continue to partner with HCT to meet the hospital's staffing needs and maintain the highest standards of care.

OTHER AGENCY INVOLVEMENT:

The Office of County Counsel has reviewed and approved this amendment No. 3 as to form, and the Auditor-Controller has reviewed and approved as to payment provisions. The amendment No. 3 has also been reviewed and approved by NMC's Finance Committee and by its Board of Trustees on November 7, 2025.

FINANCING:

The cost for this amendment No. 3 is $300,000 of which $300,000 is included in the FY 2025-26 Recommended. Amounts for remaining years of the agreement will be included in those budgets as appropriate. There is no impact on the General Fund with this action.

BOARD OF SUPERVISORS STRATEGIC PLAN GOALS SECTION:

This action ensures Natividad's compliance with all applicable state and federal laws requiring clinic/RN leadership and that these essential services will remain available to patients and the community.

__ Well-Being and Quality of Life
__ Sustainable Infrastructure for Present and Future
___Safe and Resilient Communities
__ Diverse and Thriving Economy
_X_ Administrative

Prepared by: Janine Bouyea, Assistant Administrator, Human Resources Department, 783-2701
Approved by: Charles R. Harris, Chief Executive Officer, 783-2553

Attachment(s):
Board Report
Amendment No. 3
Amendment No. 2
Amendment No. 1
Original Agreement

Attachments on file with the Clerk of the Board

MONTEREY COUNTY BOARD OF SUPERVISORS BOARD REPORT

Data Innovations Master Agreement for Laboratory Software
Legistar Number: ________

..Title
a. Authorize the Chief Executive Officer for Natividad or his designee to execute a master agreement with Data Innovations LLC for laboratory middleware software SD2 maintenance and support, for an amount not to exceed $120,570 with an agreement term effective when signed by both parties for a three year period.
b. Approve the NMC's Chief Executive Officer's recommendation to accept non-standard confidentiality, insurance, and limitations on liability provisions within the agreement.
c. Approve the NMC's Chief Executive Officer's recommendation to accept and execute a non-standard Business Associate Agreement associated with the Master Agreement.

..Report
RECOMMENDATION:

It is recommended the Board of Supervisors:

a. Authorize the Chief Executive Officer for Natividad or his designee to execute a master agreement with Data Innovations LLC for laboratory middleware software SD2 maintenance and support, for an amount not to exceed $120,570 with an agreement term effective when signed by both parties for a three year period.
b. Approve the NMC's Chief Executive Officer's recommendation to accept non-standard confidentiality, insurance, and limitations on liability provisions within the agreement.
c. Approve the NMC's Chief Executive Officer's recommendation to accept and execute a non-standard Business Associate Agreement associated with the Master Agreement.

SUMMARY:

Natividad seeks to enter into a master agreement for software maintenance and support services with Data Innovations to ensure that support is available to its SD2 middleware software which has been in use since 2018 in Natividad's laboratory. Natividad's lab processes over 1.5 million lab tests annually. A licensed Clinical Laboratory Scientist reviews every test prior to sending a validated result to a provider. This process includes the use of this SD2 intelligence software. The SD2 software receives all laboratory data from various instrumentation at use by Natividad's lab which the scientist then accesses to approve or reject a result. The software is customizable to create laboratory rules to auto verify results that are normal results.

DISCUSSION:

Natividad originally purchased the SD2 software from another vendor, McKesson Medical-Surgical (McKesson), via an agreement that was approved by the Board of Supervisors on February 27, 2018. That agreement expired in January of 2022, however, in 2021, prior to the agreement expiration, McKesson stopped supporting the SD2 software and transferred the ownership of the SD2 software licenses to its customers. In 2022 the Board of Supervisors approved the Transfer Letter of Agreement between Natividad and Data Innovations to acknowledge the transfer of ownership of the SD2 software from McKesson to Natividad.

Use of this software does improve efficiency and safety to patients by allowing the clinical laboratory scientist to focus on results that are abnormal or problematic. By turning the attention to critical results away from normal results, the scientists have improved efficiencies to be able to get the critical results to the providers faster.

OTHER AGENCY INVOLVEMENT:

The Office of County Counsel has reviewed this master agreement as to form. The agreement has also been reviewed and approved by Natividad's Finance Committee and by its Board of Trustees on November 7, 2025.

FINANCING:

The cost for this agreement is $120,570, of which $54,270 was included in the FY 25-26 Adopted budget. Amounts for remaining years of the agreement will be included in those budgets as appropriate. There is no impact to the General Fund with this action.

BOARD OF SUPERVISORS STRATEGIC INITIATIVES:

Use of the SD2 middleware software enables more efficient data analysis for lab scientists during lab tests which ultimately improve the quality of patient are at Natividad.

X_Well-Being and Quality of Life
__ Sustainable Infrastructure for Present and Future
__ Safe and Resilient Communities
__Diverse and Thriving Economy
__ Administrative

Prepared by: Arthur Tiongson, Laboratory Clinical Manager, 772-7660
Approved by: Charles R. Harris, Chief Executive Officer, 783-2553

Attachments:
Data Innovations Master Agreement
Business Associates Agreement

Attachments on file with the Clerk of the Board

Natividad
Inspiring healthy lives.

FINANCIAL STATEMENTS

SEPTEMBER 30, 2025

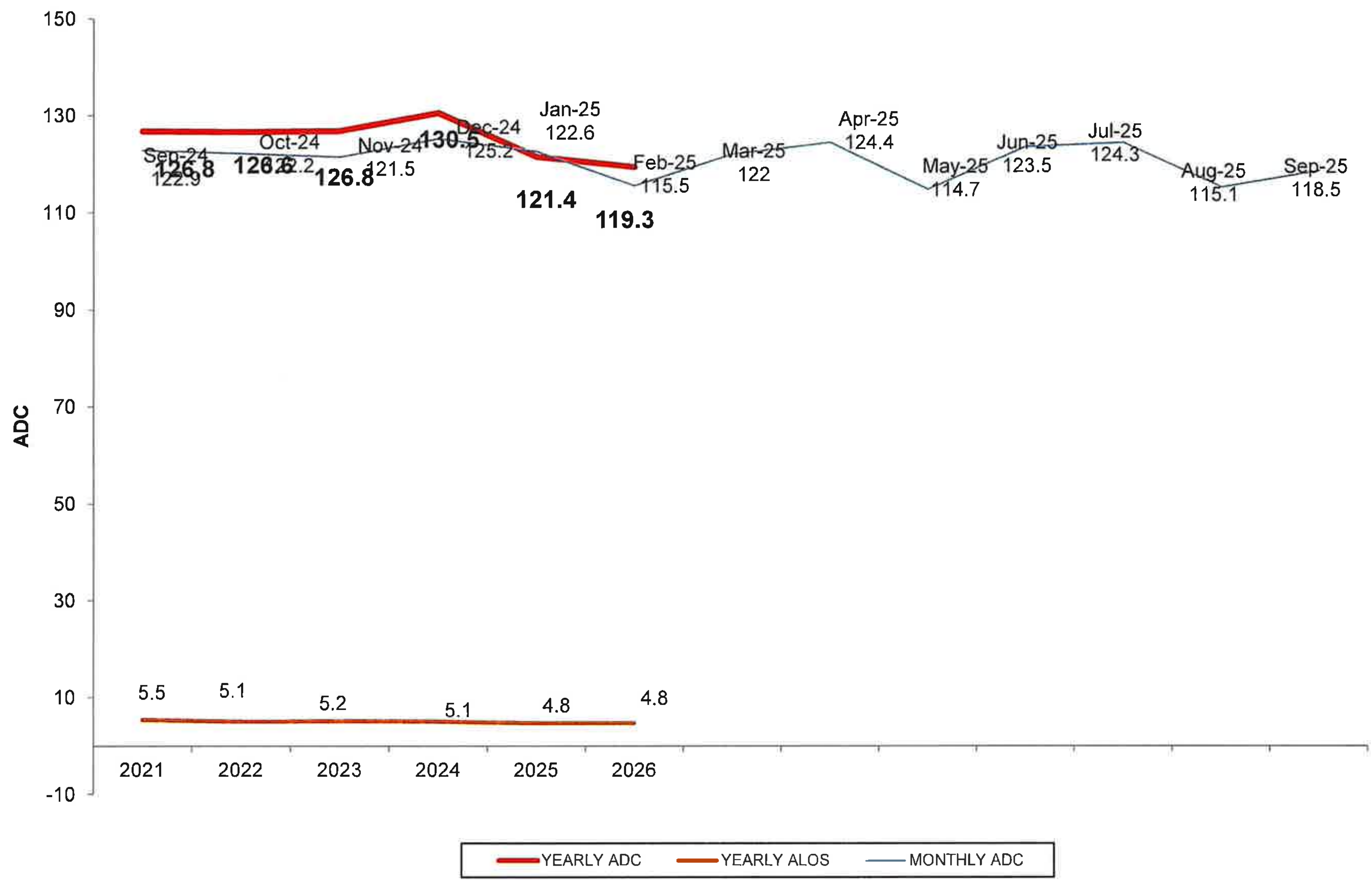
10/23/25

Natividad
Inspiring healthy lives.

FINANCIAL STATEMENTS

SEPTEMBER 30, 2025

I N D E X


ADC
150
130
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90
70
50
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10
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2021
2022
2023
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2025
2026
5.5
5.1
5.2
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4.8
4.8
Sep-24
122.9
126.8
Oct-24
126.8
Nov-24
121.5
130.5
Dec-24
125.2
Jan-25
122.6
121.4
Feb-25
115.5
119.3
Mar-25
122
Apr-25
124.4
May-25
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123.5
Jul-25
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Aug-25
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Sep-25
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YEARLY ADC
YEARLY ALOS
MONTHLY ADC

NATIVIDAD
STATISTICAL REPORT
September 30, 2025

	Month-To-Date						Year-To-Date			
	7-25	8-25	9-25	Budget			Budget	Current	Prior Yr	%
					PT DAYS BY SERVICE	STAFFED BEDS				CY/PY
1	191	180	168	253	NICU	15	775	539	720	-25.14%
2	1,807	1,626	1,692	1,718	Med/Surg	57	5,269	5,125	4,972	3.08%
3	169	173	208	202	ICU	10	621	550	559	-1.61%
4	64	62	40	102	Peds	12	312	166	291	-42.96%
5	830	807	745	816	Acute Rehab	28	2,502	2,382	2,352	1.28%
6	306	238	304	301	OB/Gyn	27	923	848	935	-9.30%
7	3,367	3,086	3,157	3,391	TOTAL ACUTE	149	10,400	9,610	9,829	-2.23%
8	486	482	397	449	Psychiatric	19	1,376	1,365	1,412	-3.33%
9	3,853	3,568	3,554	3,840	TOTAL DAYS	168	11,776	10,975	11,241	-2.37%
10	329	273	263	276	Nursery	18	846	865	891	-2.92%
					AVERAGE DAILY CENSUS					
11	81.8	73.5	80.4	85.8	Acute	121	85.8	78.6	81.3	-3.32%
12	26.8	26.0	24.8	27.2	Acute Rehab	28	27.2	25.9	25.6	1.17%
13	15.7	15.5	13.2	15.0	Psychiatric	19	15.0	14.8	15.3	-3.27%
14	124.3	115.1	118.5	128.0	TOTAL	168	128.0	119.3	122.2	-2.37%
15	10.6	8.8	8.8	9.2	Nursery	18	9.2	9.4	9.7	-3.09%
					PERCENTAGE OF OCCUPANCY					
16	67.6%	60.7%	66.4%	70.9%	Acute		70.9%	65.0%	67.2%	-3.3%
17	95.7%	92.9%	88.6%	97.1%	Acute Rehab		97.1%	92.5%	91.4%	1.2%
18	82.6%	81.6%	69.5%	78.9%	Psychiatric		78.9%	77.9%	80.5%	-3.3%
19	74.0%	68.5%	70.5%	76.2%	TOTAL		76.2%	71.0%	72.7%	-2.4%
20	58.9%	48.9%	48.9%	51.1%	Nursery		51.1%	52.2%	53.9%	-3.1%
					ADMISSIONS					
21	682	622	664	667	Acute		2,045	1,968	2,000	-1.60%
22	66	58	61	60	Acute Rehab		182	185	162	14.20%
23	41	59	57	48	Psychiatric		148	157	137	14.60%
24	789	739	782	774	TOTAL		2,375	2,310	2,299	0.48%
25	199	169	172	174	Nursery		535	540	559	-3.40%
26	203	177	183	185	Deliveries		567	563	592	-4.90%
					DISCHARGES					
27	622	574	591	619	Acute		1,899	1,787	1,898	-5.85%
28	66	63	61	59	Acute Rehab		181	190	165	15.15%
29	44	55	65	49	Psychiatric		151	164	139	17.99%
30	732	692	717	727	TOTAL		2,231	2,141	2,202	-2.77%
31	184	162	154	160	Nursery		490	500	519	-3.66%
					AVERAGE LENGTH OF STAY					
32	4.9	4.8	4.5	5.0	Acute(Hospital wide no babies)		5.0	4.8	4.9	-2.04%
33	12.6	13.9	12.2	13.7	Acute Rehab		13.7	12.9	14.5	-11.03%
34	2.5	2.3	2.9	2.6	OB/Gyn		2.6	2.6	2.5	4.00%
35	11.9	8.2	7.0	9.3	Psychiatric		9.3	8.7	10.3	-15.53%
36	1.7	1.6	1.5	1.6	Nursery		1.6	1.6	1.6	0.00%
					OUTPATIENT VISITS					
37	4,472	4,808	4,801	5,006	Emergency Room		15,352	14,081	14,491	-2.83%
38	389	386	405	418	ER Admits		1,282	1,180	1,187	-0.59%
39	49.3%	52.2%	51.8%	54.0%	ER Admits as a % of Admissions		54.0%	51.1%	51.6%	-1.06%
40	159	239	243	131	Trauma Cases		401	641	414	54.83%
41	8,190	7,730	8,091	7,228	Clinic Visits		22,166	24,011	21,715	10.57%
					ANCILLARY PROCEDURES BILLED					
42	56,930	53,677	56,229	54,262	Lab Tests		166,403	166,836	163,807	1.85%
43	4,700	4,429	4,701	4,698	Radiology Procedures		14,407	13,830	13,588	1.78%
44	289	306	254	254	MRI Procedures		779	849	771	10.12%
45	119	84	95	101	Nuclear Med Procedures		311	298	351	-15.10%
46	1,488	1,428	1,411	1,370	Ultrasound Procedures		4,202	4,327	4,090	5.79%
47	3,072	3,002	3,202	2,878	CT Scans		8,827	9,276	8,412	10.27%
48	408	363	422	415	Surgeries		1,272	1,193	1,245	-4.18%
49	7.69	7.81	7.72	7.51	PAID FTEs PER AOB		7.51	7.74	7.82	-1.02%
50	6.66	6.87	6.82	6.59	PROD FTEs PER AOB		6.59	6.79	6.89	-1.45%
51	1,435.5	1,407.6	1,405.9	1,444.3	TOTAL PAID FTEs		1,444.3	1,416.3	1,441.2	-1.73%
52	1,242.8	1,236.9	1,243.0	1,263.3	TOTAL PROD FTEs		1,263.3	1,240.9	1,270.4	-2.32%
53	5,786	5,584	5,463	5,766	ADJUSTED PATIENT DAYS		17,682	16,824	16,959	-0.79%

*ER Admits do not include LDED beginning JUL23

NATIVIDAD
STATEMENT OF REVENUES AND EXPENSES & CHANGES IN NET ASSETS-TREND-NORMALIZED
FOR FY2026

		JUL-25	AUG-25	SEP-25	OCT-25	NOV-25	DEC-25	JAN-26	FEB-26	MAR-26	APR-26	MAY-26	JUN-26	YTD
	R E V E N U E													
	Patient Revenue:													
1	Inpatient	77,615,311	66,551,124	72,649,437										216,815,872
2	Pro Fees	8,864,968	6,836,188	7,322,644										23,023,800
3	Outpatient	43,392,257	41,472,767	42,964,899										127,829,922
4	Total Patient Revenue	129,872,536	114,860,079	122,936,979	-	-	-	-	-	-	-	-	-	367,669,595
	Deductions from revenue													
5	Contractual Deductions	98,587,895	89,190,623	94,062,551										281,841,069
6	Bad Debt	3,381,834	2,737,230	3,464,645										9,583,709
7	Unable to Pay	232,825	127,823	218,328										578,976
8	Total Contractual Discounts	102,202,554	92,055,677	97,745,524	-	-	-	-	-	-	-	-	-	292,003,755
9	**Net Patient Revenue**	27,669,983	22,804,402	25,191,455	-	-	-	-	-	-	-	-	-	75,665,840
10	**As a percent of Gross Revenue**	21.31%	19.85%	20.49%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	20.58%
11	**Total Government Funding**	8,506,581	8,506,581	8,506,581										25,519,743
	Other Operating Revenue:													
12	Rent Income	134,419	134,419	134,419										403,257
13	Interest Income	850,000	1,500,000	1,650,000										4,000,000
14	NMF Contribution	79,673	79,673	79,673										239,019
15	Other Income	506,953	1,896,394	775,102										3,178,449
16	Total Other Operating Revenue	1,571,045	3,610,486	2,639,194	-	-	-	-	-	-	-	-	-	7,820,724
17	**TOTAL REVENUE**	37,747,608	34,921,469	36,337,230	-	-	-	-	-	-	-	-	-	109,006,307
	E X P E N S E													
18	Salaries, Wages & Benefits	22,305,813	21,818,944	21,827,794										65,952,551
19	Registry	526,470	417,239	660,274										1,603,983
20	Phys/Residents SWB & Contract Fees	5,487,262	5,388,777	5,613,278										16,489,317
21	Purchased Services	3,308,799	2,917,234	3,244,862										9,470,895
22	Supplies	3,069,231	3,131,089	3,238,964										9,439,284
23	Insurance	578,180	578,301	581,487										1,737,967
24	Utilities and Telephone	458,048	435,996	541,481										1,435,525
25	Interest Expense	55,495	55,495	55,495										166,486
26	Depreciation & Amortization	1,022,078	984,008	980,599										2,986,685
27	Other Operating Expense	553,027	424,302	503,201										1,480,530
28	**TOTAL EXPENSE**	37,364,403	36,151,386	37,247,436	-	-	-	-	-	-	-	-	-	110,763,225
29	**NET INCOME(LOSS)**	383,205	(1,229,916)	(910,206)	-	-	-	-	-	-	-	-	-	(1,756,918)
	Normalization for Extraordinary Items													
30														-
31														-
32														-
33	**Total Extraordinary Items**	-	-	-	-	-	-	-	-	-	-	-	-	-
34	**NET INCOME BEFORE Extraordinary Items**	$ 383,205	$ (1,229,916)	$ (910,206)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ (1,756,918)
35	**CAPITAL CONTRIBUTIONS**													
36	County Contribution													
37	**CHANGE IN NET ASSETS**	$ 383,205	$ (1,229,916)	$ (910,206)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ (1,756,918)

NATIVIDAD
STATEMENT OF REVENUES AND EXPENSES & CHANGES IN NET ASSETS
AS OF SEPTEMBER 30, 2025

	CURRENT MONTH					YEAR -TO -DATE				
			Variance fav. (unfav)					Variance fav. (unfav)		
	Actual	Budget	$ VAR.	% VAR	R E V E N U E	Actual	Budget	$ VAR.	% VAR	Prior Yr
					Patient Revenue:					
1	$ 72,649,437	$ 78,648,467	$ (5,999,030)	(7.6)	Inpatient	$ 216,815,872	$ 241,188,625	$ (24,372,753)	(10.1)	$ 226,282,869
2	7,322,644	5,321,041	2,001,603	37.6	Pro Fees	23,023,800	16,317,877	6,705,923	41.1	17,097,167
3	42,964,899	42,115,479	849,420	2.0	Outpatient	127,829,922	129,154,113	(1,324,191)	(1.0)	123,793,153
4	122,936,979	126,084,987	(3,148,008)	(2.5)	Total Patient Revenue	367,669,595	386,660,615	(18,991,020)	(4.9)	367,173,189
					Deductions from Revenue					
5	94,062,551	95,981,839	1,919,288	2.0	Contractual Deductions	281,841,069	294,344,309	12,503,240	4.2	278,339,209
6	3,464,645	3,106,418	(358,227)	(11.5)	Bad Debt	9,583,709	9,526,348	(57,361)	(0.6)	11,234,121
7	218,328	110,223	(108,105)	(98.1)	Unable to Pay	578,976	338,017	(240,959)	(71.3)	195,811
8	97,745,524	99,198,480	1,452,956	1.5	Total Contractual Discounts	292,003,755	304,208,674	12,204,919	4.0	289,769,141
9	25,191,455	26,886,507	(1,695,052)	(6.3)	**Net Patient Revenue**	75,665,840	82,451,941	(6,786,101)	(8.2)	77,404,048
10	20.49%	21.32%			**As a percent of Gross Revenue**	20.58%	21.32%			21.08%
11	8,506,581	8,506,581	-	-	**Total Government Funding**	25,519,743	25,519,743	-	-	24,102,491
					Other Operating Revenue:					
12	134,419	137,724	(3,305)	(2.4)	Rent Income	403,257	413,172	(9,915)	(2.4)	370,107
13	1,650,000	666,756	983,244	147.5	Interest Income	4,000,000	2,000,274	1,999,726	100.0	1,187,499
14	79,673	79,673	-	-	NMF Contribution	239,019	239,019	0	-	230,071
15	775,102	518,721	256,381	49.4	Other Income	3,178,449	1,556,163	1,622,286	104.2	2,060,035
16	2,639,194	1,402,874	1,236,320	88.1	Total Other Operating Revenue	7,820,724	4,208,628	3,612,096	85.8	3,847,713
17	36,337,230	36,795,962	(458,732)	(1.2)	TOTAL REVENUE	109,006,307	112,180,312	(3,174,005)	(2.8)	105,354,252
					E X P E N S E					
18	21,827,794	21,355,582	(472,212)	(2.2)	Salaries, Wages & Benefits	65,952,551	65,073,010	(879,541)	(1.4)	60,434,234
19	660,274	547,069	(113,205)	(20.7)	Registry	1,603,983	1,677,679	73,696	4.4	2,636,077
20	5,613,278	5,434,844	(178,434)	(3.3)	Phys/Residents SWB & Contract Fees	16,489,317	16,463,250	(26,067)	(0.2)	16,491,239
21	3,244,862	3,368,783	123,921	3.7	Purchased Services	9,470,895	10,275,957	805,062	7.8	9,530,815
22	3,238,964	3,378,855	139,891	4.1	Supplies	9,439,284	10,361,817	922,533	8.9	9,819,652
23	581,487	537,470	(44,017)	(8.2)	Insurance	1,737,967	1,612,410	(125,557)	(7.8)	1,470,473
24	541,481	332,296	(209,185)	(63.0)	Utilities and Telephone	1,435,525	1,019,046	(416,479)	(40.9)	1,252,283
25	55,495	42,473	(13,022)	(30.7)	Interest Expense	166,486	130,249	(36,237)	(27.8)	63,702
26	980,599	1,066,820	86,221	8.1	Depreciation & Amortization	2,986,685	3,271,594	284,909	8.7	2,906,271
27	503,201	485,801	(17,400)	(3.6)	Other Operating Expense	1,480,530	1,489,775	9,245	0.6	1,336,554
28	37,247,436	36,549,993	(697,443)	(1.9)	TOTAL EXPENSE	110,763,225	111,374,787	611,562	0.5	105,941,300
29	(910,206)	245,969	(1,156,175)	(470.0)	NET INCOME(LOSS)	(1,756,918)	805,525	(2,562,443)	(318.1)	(587,048)
30					CAPITAL CONTRIBUTIONS					
31	-	-	-	-		-	-	-	-	-
32	-	-	-	-		-	-	-	-	-
33	-	-	-	-	County Contribution	-	-	-	-	-
34	$ (910,206)	$ 245,969	$ (1,156,175)	(470.0) %	CHANGE IN NET ASSETS	$ (1,756,918)	$ 805,525	$ (2,562,443)	(318.1) %	$ (587,048)

PAGE 4 OF 11 PAGES

10/23/2025

NATIVIDAD
STATEMENT OF REVENUES AND EXPENSES & CHANGES IN NET ASSETS PER ADJUSTED PATIENT DAY
AS OF SEPTEMBER 30, 2025

	CURRENT MONTH					YEAR -TO -DATE				
			Variance fav. (unfav)					Variance fav. (unfav)		
	Actual	Budget	$ VAR.	% VAR	REVENUE	Actual	Budget	$ VAR.	% VAR	Prior Yr
	5,463	5,766	(303)	-5.2%	ADJUSTED PATIENT DAYS	16,824	17,683	(859)	-4.9%	16,959
					Patient Revenue:					
1	$ 13,298	$ 13,640	$ (343)	(2.5) %	Inpatient	$ 12,887	$ 13,640	$ (753)	-5.5%	$ 13,343
2	1,340	923	417	45.2	Pro Fees	1,368	923	446	48.3	1,008
3	7,864	7,304	560	7.7	Outpatient	7,598	7,304	294	4.0	7,300
4	22,502	21,867	635	2.9	Total Patient Revenue	21,853	21,866	(13)	(0.1)	21,651
					Deductions from revenue					
5	17,217	16,646	(571)	(3.4)	Contractual Deductions	16,752	16,646	(106)	(0.6)	16,413
6	634	539	(95)	(17.7)	Bad Debt	570	539	(31)	(5.7)	662
7	40	19	(21)	(109.0)	Unable to Pay	34	19	(15)	(80.0)	12
8	17,891	17,204	(687)	(4.0)	Total Contractual Discounts	17,356	17,203	(152)	(0.9)	17,087
9	4,611	4,663	(52)	(1.1)	**Net Patient Revenue**	4,497	4,663	(165)	(3.5)	4,564
10	20.49%	21.32%			**As a percent of Gross Revenue**	20.58%	21.32%			21.08%
11	1,557	1,475	82	5.5	**Total Government Funding**	1,517	1,443	74	5.1	1,421
					Other Operating Revenue:					
12	25	24	1	3.0	Rent Income	24	23	1	2.6	22
13	302	116	186	161.2	Interest Income	238	113	125	110.2	70
14	15	14	1	5.5	NMF Contribution	14	14	1	5.1	14
15	142	90	52	57.7	Other Income	189	88	101	114.7	121
16	483	243	240	98.5	Total Other Operating Revenue	465	238	227	95.3	227
17	6,651	6,382	269	4.2	**TOTAL REVENUE**	6,479	6,344	135	2.1	6,212
					EXPENSE					
18	3,995	3,704	(292)	(7.9)	Salaries, Wages & Benefits	3,920	3,680	(240)	(6.5)	3,564
19	121	95	(26)	(27.4)	Registry	95	95	(0)	(0.5)	155
20	1,027	943	(85)	(9.0)	Phys/Residents SWB & Contract Fees	980	931	(49)	(5.3)	972
21	594	584	(10)	(1.7)	Purchased Services	563	581	18	3.1	562
22	593	586	(7)	(1.2)	Supplies	561	586	25	4.3	579
23	106	93	(13)	(14.2)	Insurance	103	91	(12)	(13.3)	87
24	99	58	(41)	(72.0)	Utilities and Telephone	85	58	(28)	(48.1)	74
25	10	7	(3)	(37.9)	Interest Expense	10	7	(3)	(34.3)	4
26	179	185	6	3.0	Depreciation & Amortization	178	185	7	4.1	171
27	92	84	(8)	(9.3)	Other Operating Expense	88	84	(4)	(4.5)	79
28	6,818	6,339	(479)	(7.6)	**TOTAL EXPENSE**	6,583	6,298	(285)	(4.5)	6,247
29	(167)	43	(209)	(490.5)	**NET INCOME(LOSS)**	(104)	46	(150)	(329.2)	(35)
30					**CAPITAL CONTRIBUTIONS**					
31	-	-	-	-		-	-	-	-	-
32	-	-	-	-		-	-	-	-	-
33	-	-	-	-	County Contribution	-	-	-	-	-
34	$ (167)	$ 43	$ (209)	(491) %	**CHANGE IN NET ASSETS**	$ (104)	$ 46	$ (150)	(329.2) %	$ (35)

10/23/2025

NATIVIDAD
BALANCE SHEET
AS OF SEPTEMBER 30, 2025

	CURRENT MONTH					YEAR - TO - DATE			
	BEGINNING	ENDING	INC/(DEC)	% CHG.		BEGINNING	ENDING	INC/(DEC)	% CHG.
					CURRENT ASSETS				
1	$ 115,470,903	$ 107,233,918	$ (8,236,985)	(7.1) %	CASH	$ 111,731,438	$ 107,233,918	$ (4,497,520)	(4.0) %
2	58,176,956	57,528,388	(648,568)	(1.1)	ACCOUNTS RECEIVABLE NET	62,531,577	57,528,388	(5,003,189)	(8.0)
3	61,457,410	79,905,290	18,447,880	30.0	STATE/COUNTY RECEIVABLES	23,419,477	79,905,290	56,485,813	241.2
4	6,316,994	6,567,749	250,755	4.0	INVENTORY	5,646,922	6,567,749	920,826	16.3
5	5,098,485	14,156,195	9,057,710	177.7	PREPAID EXPENSE	4,957,730	14,156,195	9,198,465	185.5
6	246,520,748	265,391,540	18,870,792	7.7	TOTAL CURRENT ASSETS	208,287,145	265,391,540	57,104,396	27.4
7	374,972,919	375,124,230	151,311	0.0	PROPERTY, PLANT & EQUIPMENT	374,480,189	375,124,230	644,041	0.2
8	(259,135,573)	(259,996,814)	(861,241)	(0.3)	LESS: ACCUMULATED DEPRECIATION	(257,679,703)	(259,996,814)	(2,317,111)	(0.9)
9	115,837,346	115,127,416	(709,930)	(0.6)	NET PROPERTY, PLANT& EQUIPMENT	116,800,486	115,127,416	(1,673,070)	(1.4)
10	286,903,701	274,396,165	(12,507,536)	(4.4)	OTHER ASSETS	318,681,632	274,396,165	(44,285,468)	(13.9)
11	$ 649,261,794	$ 654,915,121	$ 5,653,326	0.9 %	TOTAL ASSETS	$ 643,769,263	$ 654,915,121	$ 11,145,858	1.7 %
					CURRENT LIABILITIES				
12	36,223,159	38,789,088	2,565,929	7.1	ACCRUED PAYROLL	30,523,768	38,789,088	8,265,319	27.1
13	10,898,237	14,800,829	3,902,592	35.8	ACCOUNTS PAYABLE	11,989,306	14,800,829	2,811,523	23.5
14	50,261,481	50,261,481	-	-	MCARE/MEDICAL LIABILITIES	46,779,782	50,261,481	3,481,699	7.4
15	4,475,737	4,475,737	-	-	CURRENT PORTION OF DEBT	4,475,737	4,475,737	-	-
16	11,798,976	11,948,806	149,829	1.3	OTHER ACCRUALS	13,440,120	11,948,806	(1,491,314)	(11.1)
17	113,657,590	120,275,940	6,618,350	5.8	TOTAL CURRENT LIABILITIES	107,208,713	120,275,940	13,067,227	12.2
					LONG TERM LIABILITIES				
18	1,740,743	1,685,925	(54,817)	(3.1)	LT ACCRUED LIABILITIES	1,850,377	1,685,925	(164,452)	(8.9)
19	-	-	-	-	UN EARNED CONTRIBUTIONS	-	-	-	-
20	8,889,212	8,889,212	-	-	LONG TERM PORTION OF C.O.P's	8,889,212	8,889,212	-	-
21	10,629,955	10,575,138	(54,817)	(0.5)	TOTAL LONG TERM DEBT	10,739,589	10,575,138	(164,452)	(1.5)
					FUND BALANCES				
22	525,820,961	525,820,961	-	-	ACCUMULATED FUND	523,564,157	525,820,961	2,256,803	0
23	(846,711)	(1,756,918)	(910,206)	107.5	CHANGE IN NET ASSETS	2,256,803	(1,756,918)	(4,013,721)	(177.8)
24	524,974,249	524,064,043	(910,206)	(0.2)	TOTAL FUND BALANCES	525,820,961	524,064,043	(1,756,918)	(0.3)
25	$ 649,261,794	$ 654,915,121	$ 5,653,326	0.9 %	TOTAL LIAB. & FUND BALANCES	$ 643,769,263	$ 654,915,121	$ 11,145,857	1.7 %
	-	-	-			-	-	(0)	

10/23/2025

NATIVIDAD
STATE AND COUNTY RECEIVABLES
AS OF 9/30/25

BALANCE SHEET	Beg. Balance	Accruals	IGTs Transferred Out	Received	End. Balance
Medi-Cal Waiver (DSH + SNCP)	0	3,750,000	16,521,958	(12,341,010)	7,930,948
Physician SPA	0	312,495		(410,707)	(98,212)
Rate Range IGT-CCAH-	8,399,050	4,000,000			12,399,050
AB915	1,513,573	744,750			2,258,323
Medi-Cal GME	0	250,000	463,339	(1,056,808)	(343,469)
Medi-Cal HPE	0	62,500		(5,288)	57,212
SB1732	258,770	700,000		(174,011)	784,759
Hospital Fee	0	250,000			250,000
MCMC EPP	9,721,361	5,250,000	10,207,712		25,179,073
MCMC QIP	2,318,142	10,000,000	12,344,564		24,662,706
GOVERNMENT RECEIVABLES	22,210,896	25,319,745	39,537,573	(13,987,824)	73,080,390
Accrued Donations	26,169	239,019		(148,232)	116,956
Office Buildings	78,361	403,257		(204,021)	277,596
Miscellaneous Receivable	77,489	1,043,697		(265,545)	855,641
Probation	313	329,095		(229,587)	99,821
UCSF & TOURO University	26,250	33,600		(26,250)	33,600
Interest Accrued	0	4,000,000			4,000,000
Health Department	0	441,285			441,285
Watsonville	1,000,000				1,000,000
OTHER RECEIVABLES	1,208,581	6,489,953	0	(873,634)	6,824,900
STATE/COUNTY RECEIVABLES	23,419,477	31,809,698	39,537,573	(14,861,459)	79,905,290

P & L	YTD SEP-25
Medi-Cal Waiver (DSH + SNCP)	$ 3,750,000
Physician SPA	$ 312,495
Rate Range IGT-CCAH-	$ 4,000,000
AB915	$ 744,750
Medi-Cal GME	$ 250,000
Medi-Cal HPE	$ 62,500
SB1732	$ 700,000
Hospital Fee	$ 250,000
MCMC EPP	$ 5,250,000
MCMC QIP	$ 10,000,000
HD Residency Support	$ (125,002)
Medicare Bi-Weekly Payment	$ 325,000
GOVERNMENT FUNDING INCOME	$ 25,519,743

NATIVIDAD
STATEMENT OF CASH FLOWS
AS OF SEPTEMBER 30, 2025

	CURRENT MONTH		YEAR - TO - DATE
1	$ 115,470,903	CASH AT BEGINNING OF PERIOD	$ 111,731,438
2		FROM OPERATIONS:	
3	(910,206)	NET INCOME/(LOSS)	(1,756,918)
4	-	NET INCOME ADJ - PRIOR YEAR	-
5	861,241	DEPRECIATION/AMORT	$ 2,317,111
6	(48,965)	SUBTOTAL	560,193
7		CHANGES IN WORKING CAPITAL:	
8	648,568	ACCOUNTS RECEIVABLE	5,003,189
9	(18,447,880)	STATE/COUNTY RECEIVABLE	(56,485,813)
10	(9,308,465)	PREPAID EXPENSE & INVENTORY	(10,119,292)
11	2,565,929	ACCRUED PAYROLL	8,265,319
12	3,902,592	ACCOUNTS PAYABLE	2,811,523
13	-	MCARE/MEDICAL LIABILITIES	3,481,699
15	-	SHORT TERM DEBT	0
16	149,829	ACCRUED LIABILITIES	(1,491,314)
17	(20,489,427)	NET (DECREASE)/INCREASE	(48,534,689)
18		CAPITAL ADDITIONS:	
19	(151,311)	PP&E ADDITIONS	(644,041)
20	-	NBV OF ASSETS DISPOSED	-
19	-		-
21	(151,311)	TOTAL CAPITAL (Use of Cash)	(644,041)
22		FINANCING ACTIVITY:	
23	(54,817)	LONG TERM BOND DEBT	(164,452)
24	12,507,536	OTHER ASSETS	44,285,468
25	-	INVESTMENTS	-
26	12,452,719	TOTAL FINANCING	44,121,016
27	(8,236,985)	INC./(DEC.) IN CASH BALANCE	(4,497,520)
28	$ 107,233,918	CASH BALANCE - END OF PERIOD	$ 107,233,918

NATIVIDAD

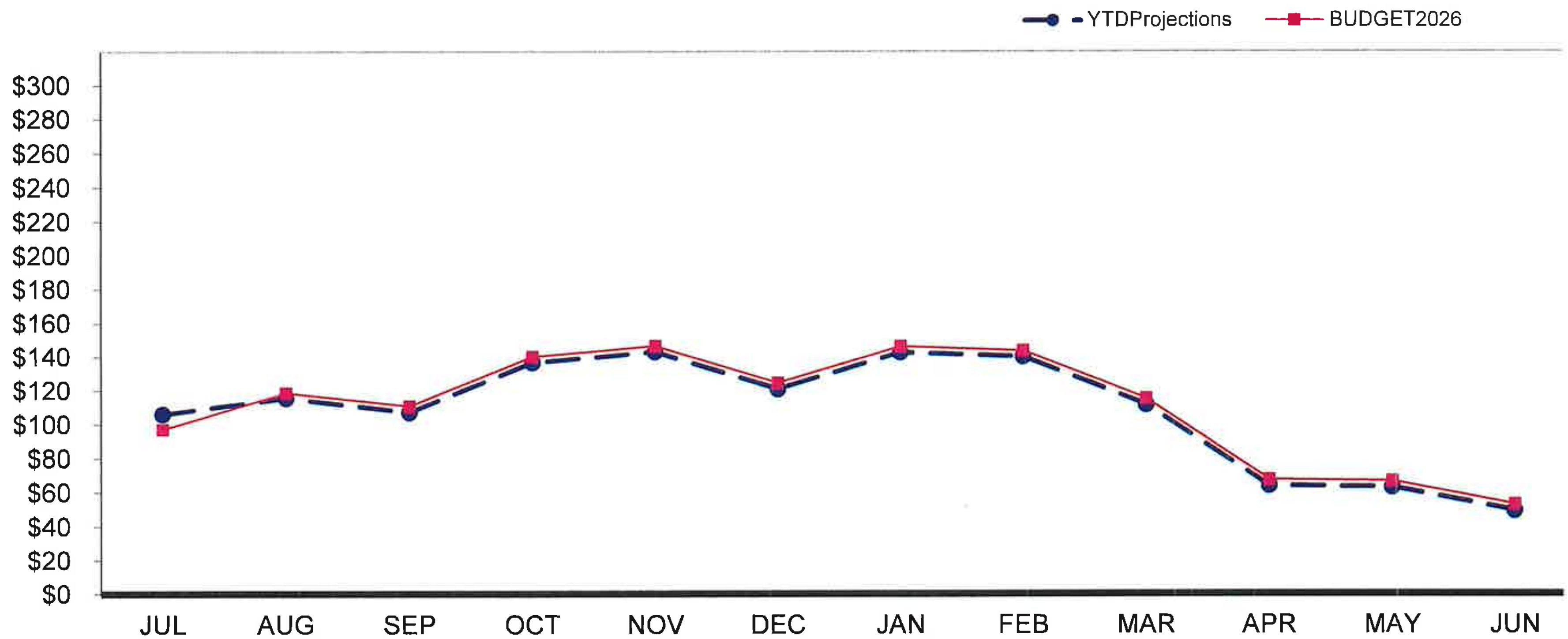
RECONCILIATION OF GOVERNMENT FUNDING

FISCAL YEAR 2026

		BDGT-26	ESTIMATE FY2026	Variance to Budget
01	Medi-Cal DSH Waiver (GPP)	$ 15,000,000	$ 15,000,000	$ -
02	Physician SPA	$ 1,250,000	$ 1,250,000	$ -
03	EPP	$ 17,000,000	$ 17,000,000	$ -
04	EPP: 25% Add-On	$ 4,000,000	$ 4,000,000	$ -
05	QIP	$ 40,000,000	$ 40,000,000	$ -
06	AB915	$ 2,979,000	$ 2,979,000	$ -
07	SB1732	$ 2,800,000	$ 2,800,000	$ -
08	CCAH Rate Range	$ 16,000,000	$ 16,000,000	$ -
09	HPE	$ 250,000	$ 250,000	$ -
10	Reserved for future use	$ -	$ -	$ -
11	Reserved for future use	$ -	$ -	$ -
12	HD Residency Support	$ (500,000)	$ (500,000)	$ -
13	Medi-Cal GME	$ 1,000,000	$ 1,000,000	$ -
14	Reserved for future use	$ -	$ -	$ -
15	Medicare Bi-Weekly Payments	$ 1,300,000	$ 1,300,000	$ -
16	Provider Fee	$ 1,000,000	$ 1,000,000	$ -
		$ 102,079,000	$ 102,079,000	$ -

Natividad
Inspiring healthy lives.

Cash Flow Performance Fiscal Year 2026
(in Millions)



	ACTUAL	ACTUAL	ACTUAL	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE
Months	**Jul**	**Aug**	**Sep**	**Oct**	**Nov**	**Dec**	**Jan**	**Feb**	**Mar**	**Apr**	**May**	**Jun**
YTD	106.1	115.5	107.2	136.6	143.0	120.9	142.7	140.1	111.7	64.0	63.1	49.5
BDGT	97.1	118.5	110.7	140.1	146.4	124.4	146.2	143.5	115.2	67.4	66.5	52.9
Variance	9.0	(3.0)	(3.4)	(3.4)	(3.4)	(3.4)	(3.4)	(3.4)	(3.4)	(3.4)	(3.4)	(3.4)

NATIVIDAD
CASH FORECAST
FISCAL YEAR 2026

	ACTUAL JUL	ACTUAL AUG	ACTUAL SEP	ESTIMATE OCT	ESTIMATE NOV	ESTIMATE DEC	ESTIMATE JAN	ESTIMATE FEB	ESTIMATE MAR	ESTIMATE APR	ESTIMATE MAY	ESTIMATE JUN	Total YTD
Beginning Balance	111,731,438	106,104,156	115,462,344	107,225,359	136,602,338	142,982,226	114,488,215	142,697,034	140,082,483	111,712,745	63,967,701	63,072,161	111,731,438
CASH RECEIPTS													
Patient Revenues (incl pro fees and lab cap)	27,741,846	28,055,872	25,580,389	31,868,112	20,453,717	23,405,737	31,390,605	23,931,036	27,719,526	29,134,215	27,352,494	25,248,464	321,882,014
Short-Doyle payments		1,049,909	497,793	531,310	207,545	-	1,602,158	52,612	1,708,429	-	1,009,594	-	6,659,350
Short-Doyle IGTs		376,411	101,605	-	-	-	-	-	535,405	-	181,975	-	1,195,396
Provider Fee				-	419,346	-	419,346	-	419,346	-	-	365,526	1,623,564
Rate-Range CY24				-	-	-	31,989,775	-	-	-	-	-	31,989,775
Hospital Presumptive Eligibility			5,288	-	-	210,698	-	-	195,672	-	-	150,712	562,370
Foundation Donations	73,997	53,344	20,890	-	135,515	35,261	118,232	63,531	394,348	157,601	83,357	52,592	1,188,669
MCal Waiver CY25 (GPP)	12,341,010			3,716,859	-	-	-	-	-	9,466,292	-	-	25,524,161
SB1732		174,011		-	-	-	-	2,180,462	-	-	-	-	2,354,473
Health Department Reimb				186,837	-	384,597	268,055	138,077	-	242,176	-	144,556	1,364,298
Medi-Cal GME		1,056,808		-	174,257	882,551	-	-	882,551	-	882,551	710,108	4,588,826
Medi-Cal Cost Report FY19 settlement	3,083,580			-	-	-	-	-	-	-	-	-	3,083,580
P14 - FYE 6/30/11				-	8,674,231	-	-	-	-	-	-	-	8,674,231
Medicare Cost Report settlement		398,119		-	-	-	-	-	-	-	-	-	398,119
CCAH CalAIM Incentive Payments				150,554	-	-	-	-	-	486,946	-	-	637,500
AB915				-	-	-	-	-	-	-	2,287,935	-	2,287,935
Rent Income	93,356	17,310	93,356	87,171	16,820	393,511	126,503	126,503	126,503	127,003	126,553	126,993	1,461,580
QIP				32,840,663	-	-	-	-	-	32,840,663	-	-	65,681,327
EPP				19,545,619	-	-	-	-	-	19,545,619	-	-	39,091,239
Physician SPA			410,707	246,662	-	-	-	-	-	-	841,489	-	1,498,858
CCAH Hospital Quality Incentive Program (HQIP)		799,500		-	799,000	-	-	799,000	-	-	719,100	-	3,116,600
CCAH Specialty Care Incentive (SCI)			650	-	-	-	-	-	-	25,208	-	245,463	271,321
Capital Expenditures		(151,311)		-	-	-	-	-	-	-	-	139,535	(11,777)
IGT Sub-Fund Transfer In/(Out)	463,339	30,849,477	8,224,757	463,339	13,073,949	-	463,339	-	27,950,841	-	813,788	-	82,302,830
Fund 404 Transfer		459,385	4,279,913	9,621	-	734,305	602,689	306,908	-	-	-	-	6,392,820
Interest Income				-	3,023,037	-	2,067,860	-	-	3,751,201	-	-	8,842,097
Miscellaneous Revenue	350,260	657,509	396,757	449,893	486,859	592,280	416,520	585,957	437,415	237,410	574,821	531,111	5,716,793
Total Cash Receipts	44,147,388	63,796,343	39,612,104	90,096,641	47,464,276	26,638,941	69,465,082	28,184,085	60,370,036	96,014,334	34,873,656	27,715,059	628,377,946
CASH DISBURSEMENTS													
Purchased Services and Supplies	12,670,196	11,553,412	9,074,239	11,830,991	3,730,747	12,328,103	17,132,026	8,448,629	37,526,167	117,209,842	10,962,806	20,705,541	273,172,698
Rate Range Assesment Fee CY23				-	1,705,723	-	-	-	-	-	-	-	1,705,723
Rate Range IGT CY24				-	11,368,226	-	-	-	-	-	-	-	11,368,226
Rate Range IGT CY23				-	-	-	-	-	-	-	-	-	-
HD Residency Support				-	125,000	-	125,000	-	-	-	-	-	250,000
IGT Medi-Cal GME	463,339			463,339	-	-	463,339	-	-	-	813,788	-	2,203,806
IGT MCal Waiver CY25 (GPP)	8,297,201		8,224,757	-	-	-	-	-	6,364,449	-	-	-	22,886,407
IGT EPP		10,207,712		-	-	-	-	-	9,241,828	-	-	-	19,449,540
IGT QIP		12,344,564		-	-	-	-	-	12,344,564	-	-	-	24,689,128
Short-Doyle IGT			101,605	-	-	-	-	304,658	161,618	373,787	181,975	-	1,123,643
P14 - FYE 6/30/11				6,717,584	-	-	-	-	-	-	-	-	6,717,584
Building Lease / Rental Equipment				-	-	-	-	-	-	-	-	-	-
Unfunded Actuarial Liability (UAL) Annual Allocation				-	-	16,468,967	-	-	-	-	-	-	16,468,967
COP Principal & Interest Payments				4,673,795	-	-	-	-	335,411	-	-	-	5,009,205
Payroll and Benefits	20,922,200	20,332,468	20,522,011	21,858,711	21,355,590	21,858,711	21,858,711	20,349,356	21,858,711	21,355,590	21,858,711	21,355,590	255,486,360
Workers Comp Allocation			5,572,265	5,670,004	-	-	-	-	-	-	-	-	11,242,269
Property Insurance	14,177		2,317,130	2,765,719	-	-	-	-	-	-	-	-	5,097,026
General Liability Ins - Non Recoverable			691,259	671,101	-	-	-	-	-	-	-	-	1,362,360
General Liability Ins - Recoverable			1,194,511	1,160,454	-	-	-	-	-	-	-	-	2,354,965
Professional Liability Ins	502,177			1,283,440	-	-	-	-	-	-	-	-	1,785,617
Cyber Insurance	24,736			27,836	-	-	-	-	-	-	-	-	52,572
COWCAP	4,402,626			-	-	-	-	-	-	-	-	-	4,402,626
Data Processing				-	-	1,066,093	266,991	266,876	-	533,849	533,889	532,859	3,200,556
NMC Solar - Engie				3,312,520	1,763,809	1,376,632	1,376,632	989,454	794,497	1,034,773	647,596	407,320	11,703,230
SB1732				-	-	-	-	-	-	210,363	-	-	210,363
Transfer From 451 to 404				-	-	-	-	-	-	-	-	-	-
Transfer From 451 to IGT				-	-	-	-	-	-	-	-	-	-
Transfer From 451 to Strategic Funds				-	-	-	-	-	-	-	-	-	-
Capital Expenditures	793,160		151,311	284,170	1,035,294	2,034,447	33,564	439,663	112,531	3,041,174	770,432	-	8,695,746
Total Cash Disbursements	48,089,813	54,438,155	47,849,089	60,719,663	41,084,388	55,132,952	41,256,263	30,798,636	88,739,775	143,759,378	35,769,196	43,001,310	690,638,617
Increase/(Decrease)	(3,942,425)	9,358,188	(8,236,985)	29,376,979	6,379,888	(28,494,011)	28,208,820	(2,614,551)	(28,369,739)	(47,745,044)	(895,540)	(15,286,251)	(62,260,671)
Ending Cash Fund 451	107,789,014	115,462,344	107,225,359	136,602,338	142,982,226	114,488,215	142,697,034	140,082,483	111,712,745	63,967,701	63,072,161	47,785,910	49,470,767
(+) Cash In Transit	(1,684,858)					6,433,575						1,684,858	
(+) Petty Cash and CC	8,559	8,559	8,559	8,559	8,559	8,559	8,559	8,559	8,559	8,559	8,559	8,559	
Ending Cash as per G/L	106,112,715	115,470,903	107,233,918	136,610,897	142,990,784	120,930,348	142,705,593	140,091,042	111,721,303	63,976,260	63,080,720	49,479,326	

Fund 404	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
Beginning Balance	177,393,776	177,393,776	176,934,391	172,654,478	172,644,858	172,644,858	171,910,552	171,307,864	171,000,956	171,000,956	171,000,956	171,000,956
Transfer In from fund 451	-	-	-	-	-	-	-	-	-	-	-	-
Transfer Out fund 404	-	(459,385)	(4,279,913)	(9,621)	-	(734,305)	(602,689)	(306,908)	-	-	-	-
Capital Expenditures												
Ending Cash Fund 404	177,393,776	176,934,391	172,654,478	172,644,858	172,644,858	171,910,552	171,307,864	171,000,956	171,000,956	171,000,956	171,000,956	171,000,956

	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
Ending Cash Fund 451 & 404	285,182,789	292,396,735	279,879,838	309,247,196	315,627,083	286,398,767	314,004,898	311,083,439	282,713,700	234,968,656	234,073,116	218,786,865

..Title

a. Consider and approve 2025 revisions to the 2017 Natividad Medical Center ("NMC") Bylaws; and
b. Submit revised NMC Bylaws for final approval by the Board of Supervisors.

..Report
RECOMMENDATION:
It is recommended that the Board of Trustees:
a. Consider and approve 2025 revisions to the 2017 Natividad Medical Center ("NMC") Bylaws; and
b. Submit revised NMC Bylaws for final approval by the Board of Supervisors.

SUMMARY:
On October 23, 2025, the NMC Board of Trustees Governance Committee reviewed and made recommendations on substantive and non-substantive revisions to the 2017 NMC Bylaws for consideration and approval by the full NMC Board of Trustees at its November 7, 2025 Regular Meeting.

DISCUSSION:
The Governance Committee recommends the following substantive revisions to the 2017 Bylaws:

1. Article III, Section 3.B.4.f. The proposed revision clarifies that the Board of Trustees has the power to receive and review the auditor's report, but not select the external auditor for Natividad, a power retained by the Board of Supervisors.
2. Article IV, Section 1.D.1. currently allows a BOT member whose 10-year term limit has expired to remain in office until the date the member's successor takes office. The proposed revision allows a BOT member whose 10-year term limit has expired to remain in office until the earlier of the date that the member's successor takes office or the date that is twelve (12) months following such annual meeting.
3. Article VI, Section 2.A.2. clarifies the duties of the Executive Committee, i.e., that the primary duty of the Community Relations and Planning Committee--to develop a Strategic Plan and Business Plan—would be relocated to the Executive Committee.
4. Former Article VI, Section 2.D. (Community Relations and Planning Committee) is eliminated.
5. New Article VI, Section 2.D. revises the membership of the Governance and Nominating Committee to expressly include the Chair, the CEO, the Chief of the Medical Staff, and one appointed member. It also clarifies that this committee reviews the BOT bylaws and makes recommendations.
6. Article VI, Section 2.B. The proposed revisions
    a. increase the membership of the Finance Committee from three to five voting members

b. provide that the County's Treasurer or Auditor-Controller may serve as Ex Officio member, rather than as a required Ex Officio member
c. provide increased flexibility that if the Chief Financial Officer ("CFO") or the CFO's designee cannot attend a meeting of the Finance Committee and provide professional support, the CEO may designate another individual to attend and provide support
d. clarify the responsibilities for reviewing reports and monitoring and evaluating a capital development plan
e. removes the requirement to prepare the business plan, which is instead included in Executive Committee responsibilities
f. removes and clarifies certain redundancies

7. Article VI, Section 2.C. The proposed revisions
   a. elevate quality concerns at the BOT level
   b. change the composition of the Quality Committee to 5 BOT members, including the Chair, CEO, Chief of the Medical Staff, and two appointed members
   c. clarify that the Quality Committee's role is to review reports of Medical Staff committees that are entitled to Section 1157 protections—namely, the Joint Conference Committee, Patient Safety Quality Council, Medical Executive Committee, or Medical Staff Quality Review Committee
8. New Article XV (Review) changes the default bylaws review and revision cycle to every three years.

OTHER AGENCY INVOLVEMENT:
County Counsel has reviewed and approved the bylaws revisions as to legal form.

FINANCING:
There is no cost associated with this request so there is no impact to the General Fund.

BOARD OF SUPERVISORS STRATEGIC PLAN GOALS:
One of the primary purposes of the NMC BOT Bylaws is to define clearly accountability and responsibility for the efficient operation of NMC. This stated purpose is perfectly aligned with the Board of Supervisors Strategic Plan Goal for promoting efficient and effective sustainable infrastructure for the present and future. The revised NMC BOT Bylaws add necessary updates and clarity to the 2017 Bylaws thereby further promoting this strategic plan goal.

Mark a check to the related Board of Supervisors Strategic Plan Goals:
____ Well-Being and Quality of Life
 x Sustainable Infrastructure for the Present and Future
____ Safe and Resilient Communities
____ Diverse and Thriving Economy

Prepared by: Stacy L. Saetta, Chief Deputy County Counsel, 831-755-5045

Approved by: Charles R. Harris, M.D., Chief Executive Officer, Natividad Medical Center, 831-783-2504

Attachments:
Redlined 2025 Proposed Revisions to the 2017 Natividad Board of Trustees Bylaws
Clean Version 2025 Proposed Natividad Board of Trustees Bylaws

Natividad Medical Center

Bylaws

TABLE OF CONTENTS

ARTICLE I – PURPOSE AND EFFECTIVENESS OF BYLAWS

The primary purposes of the Natividad Medical Center ("NMC") Bylaws are to: 1) establish the framework that allows the Board of Trustees ("BOT") to fulfill its role as the NMC governing board to the fullest extent permitted by law and as authorized by the Monterey County Board of Supervisors, 2) clearly define accountability and responsibility for the efficient and effective oversight of day-to-day operations of NMC, 3) clearly define the accountability and responsibility for the safety and quality of care, treatment, and services at NMC, and the efficient operation of NMC and compliance with federal and state statutes and regulations and TJC requirements, 4) clarify the respective roles and responsibilities of the BOT and the Board of Supervisors in NMC operations, 5) comply with the requirements of The Joint Commission ("TJC"), Medicare, and California Code of Regulations Title 22, and ~~4~~6) allow NMC to function within policies and procedures prevalent in the health care industry and in compliance with applicable Federal, State, and Local statutes and regulations. ~~These Bylaws shall be effective as of May 5, 2017.~~

These Bylaws shall be effective as of May 5, 2017, including such amendments as may thereafter be duly approved in accordance with the procedures for such amendments, effective upon the date of their adoption or at such later time as may be stated in such amendments.

ARTICLE II - DEFINITIONS

Within the context of this document, the following definitions apply:

Appeal means the specific procedure(s) set forth in these Bylaws by which an applicant or Medical Staff member has the right to request a review of an adverse recommendation or action on his/her application for Medical Staff membership and/or clinical privileges or a Medical Staff member's membership and/or clinical privileges.

Board of Supervisors means the five duly elected representatives of the County~~ of Monterey~~.

Board of Trustees or BOT means the appointed and Ex Officio members of the governing body of NMC.

Brown Act means the Ralph M. Brown Act (Government Code § 54950, *et seq.*)

Business Plan means the document developed by the Finance Committee to define the directions and business objectives of NMC for the future.

Chief Executive Officer ("CEO") means the individual duly selected, employed and empowered~~ by the Board of Supervisors~~ to administer day to day NMC operations in consultation with, and by and under the supervision of, the BOT.

Chief Medical Officer means that ~~individual~~duly appointed ~~by the CEO~~individual who is responsible for working with and assisting the Chief of the Medical Staff and clinical departments, and is concerned with medico-administrative aspects of patient care at the Hospital.

Compliance means operation of NMC within limits established by such legal or regulatory requirements as County ordinances and resolutions, the requirements of TJC, and relevant State and Federal statutes and regulations.

Conflict of Interest means direct or indirect economic interest, gained as the result of BOT action in which a BOT member participated; or any employment, activity, or economic enterprise for compensation that is inconsistent, incompatible, in conflict with, or inimical to his/her duties as a BOT member.

County means the ~~Legal Entity~~legal entity known as the County of Monterey ~~County~~ in the State of California.

Ex Officio means by virtue of an office held, with vote unless otherwise specified in this document.

~~**Gender** means words of masculine gender include correlative words of the feminine and neuter genders unless the context shall otherwise indicate.~~

Hospital or NMC means Natividad Medical Center and includes patient care services provided in the Hospital and/or in other enrolled locations, structures and facilities under the Hospital's license.

Medical Staff means the physicians, dentists, podiatrists, and clinical psychologists appointed by the BOT. The details of the Medical Staff organization are contained in Medical Staff Bylaws.

Medical Staff Bylaws means those documents which organize and govern the Medical Staff of NMC.

Monterey County means the geographical territory of the County of Monterey, a county of the 17th class under section 28038 of the California Government Code.

Procedural Rights means the procedure(s) referenced or established by these Bylaws and the Medical Staff Bylaws, together with the careful implementation thereof, to accord and protect existing legal rights of Medical Staff members and applicants for Medical Staff membership and/or clinical privileges.

Regular Monthly Meeting means the meeting of the BOT held on a pre-established, duly noticed, monthly schedule as may be amended as necessary from time to time in accordance with the Brown Act and/or other applicable statutes.

Vacancy means an unfilled BOT member seat or an unfilled office. Vacancies may occur because of resignation, death, expiration of term, removal from the BOT or from an officer position, or failure of a member to attend at least fifty percent (50%) of the scheduled BOT meetings in one year.

ARTICLE III - MISSION, AUTHORITY, OBLIGATIONS

Section 1. Mission. ~~—~~ The Mission of Natividad Medical Center is to continually improve the health status of the people of Monterey County through access to affordable, high quality healthcare services.

Section 2. Authority

A. Title to Property. The title, direction and control of NMC property is in the County ~~of Monterey~~ and is ~~vested with~~under the control of the Board of Supervisors. Disposition of property by the County ~~of Monterey~~ shall require the approval of the Board of Supervisors, which shall take into consideration the recommendations of the BOT. Purchases or sales of NMC property and investment, transfer or other expenditures of trust funds shall be made only upon the written approval of the Board of Supervisors or their designee(s).

B. Professional and Other Health Care Staff. The Medical Staff and other health care professionals who provide patient care services in or under the auspices of NMC are subject to the authority of the BOT.

C. Disposition of Surplus Funds. In the event of a surplus of NMC revenue over expenses, use of surplus funds shall be determined by the Board of Supervisors.

D. Budget. Approval of the Fiscal Year Budget for NMC is vested by law in the Board of Supervisors and shall be based upon consideration of the recommendations of the BOT. The Fiscal Year Budget shall be prepared according to generally accepted accounting principles, and must include all anticipated income and expenses for NMC.

Section 3. Obligations & Responsibilities~~. The purpose of these Bylaws is to clearly define the accountability and responsibility for the safety and quality of care, treatment, and services at NMC, and the efficient operation of NMC and compliance with federal and state statutes and regulations and TJC requirements. These Bylaws clarify the respective roles and responsibilities of the BOT and the Board of Supervisors in NMC operations.~~

A. The CEO shall be responsible for overseeing all day to day operational activities of NMC. The business of NMC shall be conducted by the CEO under the direction and supervision of the BOT and with ultimate approval by the Board of Supervisors, as outlined in these Bylaws with due attention to relevant community interests and concerns and designed to ensure a uniform level of patient care.

B. The powers and responsibilities of the BOT include, but are not limited to, the following:

1. Encourage NMC to fulfill its mission by:

   a. Creating a clear statement of NMC's mission, vision, values and strategic plan to achieve the mission and vision;

   b. Monitoring the alignment of NMC management's strategies with the key goals and achieving the vision; and

c. Monitoring how the Hospital's programs are meeting the needs of the community within the resources available to do so.

2. Provide for effective executive management by:

   a. Providing input to the Board of Supervisors in the hiring and if necessary, terminating of the CEO;

   b. Monitoring the CEO's performance;

   c. Delegating all management functions to the CEO subject to County and BOT policies and directives; and

   d. Ensuring that leadership succession plans are in place of key management positions.

3. Provide for NMC high quality of care by:

   a. Monitoring the effectiveness of the Medical Staff process for recommending the appointment, reappointment, credentialing and privileging of Medical Staff members;

   b. Appointing, reappointing, and granting clinical privileges to Medical Staff members, including radiologic and outpatient service Medical Staff members;

   c. Adopting internal and external quality standards to be used to assess the care provided;

   d. Ensuring that patients are admitted to the Hospital on the recommendation of a licensed practitioner permitted to admit patients to the Hospital, in accordance with the Medical Staff Bylaws and State law;

   e. Working with the Medical Staff to ensure that a doctor of medicine or osteopathy is on duty at the Hospital at all times, and a doctor of medicine or osteopathy is responsible for the care of each patient;

   f. Providing that management and Medical Staff have quality and utilization monitoring systems in place and that they are functioning effectively to achieve the desired outcomes;

   g. Establishing and monitoring an effective performance improvement program;

   h. Establishing and monitoring an effective ethics and compliance program;

   i. Approving NMC's written scope of services;

   j. Specify the frequency and detail of quality indicator data collected and reviewed by the hospital's Quality Committee, and reviewing the quality indicator data on a regular basis;

k. Monitoring the contracted services provided by the hospital to ensure the services are provided in a safe and effective manner and in compliance with quality of care standards;

l. Overseeing the effective operation of the complaint resolution process; and

m. Approving NMC's policies and procedures, including the policies and procedures for all service lines of NMC.

4. Provide for NMC's financial strength by:

   a. Approving a financial plan, including annual operating and capital budgets, that will meet the strategic plan;

   b. Monitoring and assessing financial performance;

   c. Holding management accountable for providing thorough and accurate financial reports;

   d. Requiring management to implement controls that provide an appropriate system of checks and balances;

   e. Mandating that there is an effective internal audit function; and

   f. ~~Selecting the external auditor and receiving~~Receiving and reviewing the auditor's report.

5. Function effectively and efficiently as the BOT by:

   a. Creating a statement of its roles and responsibilities and using this statement to direct its work;

   b. Providing that the BOT structure and committee structure reflects and supports its roles and responsibilities to include diligence in attendance and encouragement of candid conversations;

   c. Recruiting effective BOT members with the knowledge, time and skills needed to govern;

   d. Providing that systems and procedures are in place to assist the BOT in doing its work, including an annual BOT self-evaluation;

   e. Providing that the BOT, Medical Staff, and management operate in accord with applicable standards and laws; and

   f. Respecting the confidentiality of NMC matters.

D. The Board of Supervisors reserves to itself the power and authority to oversee and manage labor relations and collective bargaining. In addition, the Board of Supervisors reserves to itself the following power and authority, with consideration of such input ~~from~~as the BOT may choose to provide or the Board of Supervisors may request:

1. Borrowing approval(s);

2. ~~Labor relations/collective bargaining;~~

~~3.~~ Audit approval;

3. ~~4.~~ Budget approval;

4. ~~5.~~ Contract approval;

~~6.~~ 5. Hiring and termination of the CEO;

~~7~~6. Termination of any Hospital programs or services that require a Beilenson Act hearing; and

~~8~~7. Any other power and authority the Board of Supervisors determines to be appropriate.

ARTICLE IV - MEMBERS

Section 1. Number, Qualifications, Section and Term. The BOT shall consist of eleven (11) members:

A. Four (4) of whom shall serve in an Ex Officio capacity, with vote, for their terms of office as:

1. County Administrative Officer;

2. Chief of the Medical Staff;

3. One member of the Board of Supervisors, nominated and appointed by the Board of Supervisors; and

4. NMC CEO.

B. Seven (7) who shall be appointed because of their skills and backgrounds including but not limited to the following:

1. Finance experience at the ~~CFO~~chief financial officer level;

2. Executive experience in a large and complex organization;

3. Executive experience in the health care or insurance industry;
4. Experience in health care governance;
5. Experience as a community leader;
6. Skills related to the strategic plan of NMC;
7. Membership on the Medical Staff of NMC; and/or
8. Clinical experience as a physician.

C. Authority for appointing individuals to the BOT shall be the responsibility of the Board of Supervisors. Individuals to be appointed shall be nominated by the BOT.

Appointed members of the BOT shall be residents of Monterey County. The criteria to be considered in nominating individuals as Trustees shall include:

1. Background and skills needed on the BOT;

~~2. Resident of Monterey County;~~

~~Available~~

~~3.~~2.Availability and ~~willing~~willingness to attend a minimum of ten (10) monthly BOT meetings per year and actively participate on at least one BOT committee;

~~4.~~3.Willingness to acquire the knowledge and skills required to lead a complex health care organization;

~~5.~~4.History of community leadership; and/or

~~6.~~5.Commitment to the improvement and development of the health care of the community.

D. Terms of Office.

1. Effective as of May 5, 2017 and thereafter, any appointed BOT member who has served on the BOT for ten (10) or more consecutive years of service, shall resign as of the date of the annual meeting in the tenth (10th) year of such service, provided, ~~at the discretion of the BOT, that the final term may be extended so that the BOT member can remain in office until the BOT member's successor has been appointed~~that unless otherwise specified in the member's notice of resignation, if no successor is appointed on or before the date of the annual meeting to which this section refers, then the member shall remain in office until the earlier of the date that the member's successor takes office or the date that is twelve (12) months following such annual meeting.

2. Effective as of May 5, 2017 and thereafter, the BOT shall limit the length of terms of BOT members appointed to the BOT in order to comply with the requirements of subsection 1 above.

3. Subject to the provisions of subsection 2 above, each of the appointed BOT members with the qualifications set forth in ~~subsections 1 through 6 of~~ Section 1-.C above shall serve for an initial term of one year, as a trial period for the BOT member and the BOT. Thereafter, with the consent of the BOT member and with the recommendation of the BOT, such appointed BOT member may serve a term of three (3) years, and may serve up to two (2) additional consecutive three (3) year terms if re-appointed by the Board of Supervisors.

4. At least sixty (60) days prior to the expiration of each term, each Trustee described in subsection ~~2~~ 1.B above shall notify the Chairs of the BOT and of the Board of Supervisors if such BOT member is willing to be re-appointed to a subsequent term.

5. Each of the Ex Officio BOT members shall serve as a BOT member for so long as he or she remains in the designated office, or is the Supervisor selected by Board of Supervisors.

6. After serving three (3) consecutive three (3) year terms, any BOT member described in subsection D.3 above may be re-appointed to the BOT following a one--year absence from the BOT.

Section 2. Duties: Duties of individual BOT members include, but are not necessarily limited to:

A. Regularly attend BOT meetings~~, including a minimum of ten (10) meetings per year;~~;

B. Actively participate on and attend meetings of BOT committee(s) to which the member is assigned;

C. Promptly relate community input to the Board;

D. Represent NMC in a positive and effective manner in public forums;

E. Be sufficiently informed about Hospital management and patient care services that the BOT member can effectively evaluate proposed actions and reports;

F. Accept and fulfill reasonable assignments from the Chair of the BOT; and

G. Participate in the orientation and educational programs for new BOT members.

Section 3. Vacancies and Removal of Trustees or Officers

A. Trustees

1. If a BOT member has not satisfied the above-listed attendance requirements, the BOT shall recommend that the Board of Supervisors declare that a Vacancy on the BOT exists or present to the Board of Supervisors that good reason exists to not declare that a Vacancy exists.

2. BOT member Vacancies may also be created by other means, including but not limited to, expiration of term, resignation, death, removal, or moving outside the boundaries of ~~the~~Monterey County.

3. In the event of a Vacancy, a replacement shall be nominated by the remainder of the BOT, based on the criteria set forth above in Article IV, Section 1A, B and C, and recommended to the Board of Supervisors for timely appointment.

B. Officers

1. Officers may be removed by vote of a majority of those current BOT members for failure to perform the duties of the office, or for malfeasance in office.

2. Vacancy in any office shall be filled by nomination and election by the BOT as soon as is reasonably possible

Section 4. Compensation~~. —~~ The members of the BOT shall receive no compensation, but shall be reimbursed for actual and necessary expenses incurred in the performance of official business of NMC as assigned by the BOT, in accordance with established County policies.

Section 5. Standard of Conduct~~. —~~ To the extent not inconsistent with other requirements imposed by state, federal, or local laws, procedures or policies regarding the duties of BOT members in their roles as public officials, each BOT member shall perform his or her duties in good faith, in a manner the member believes to be in the best interest of ~~NMCthe~~the County~~ of Monterey~~, on behalf of NMC, and including such reasonable inquiry as an ordinarily prudent person in a like position would use under similar circumstances.

Section 6. Conflict of Interest

A. No BOT member shall participate in any matter which comes before the BOT, or in any matter in which he/she is required to act in his/her capacity as a BOT member, when the BOT member has or may have a direct or indirect economic interest which may be affected as a result of such action. Additionally, no BOT member shall undertake any employment, activity, or economic enterprise for compensation that is inconsistent, incompatible, in conflict with, or inimical to his/her duties as a BOT member.

B. BOT members shall be required to follow the NMC Conflict of Interest Code adopted by the Board of Supervisors, which shall be attached hereto.

C. This Section 6 is intended to incorporate any applicable federal, state, or local law regarding such matters (including but not limited to applicable provisions of the California Government Code and regulations thereunder), and is not intended to supplement or alter such requirements. To the extent such laws are amended in the future, such amendments shall be deemed incorporated herein.

ARTICLE V - OFFICERS

Section 1. Officers. The Officers of the BOT shall be the:

A. Chair;

B. Vice Chair; and

C. Secretary/Treasurer.

Section 2. Qualifications, Selection and Term

A. Officers are elected by the BOT at its Annual Meeting from among its own members. All members of the BOT are eligible. Election must be by no less than a majority of those Trustees currently appointed.

B. Officers are elected for a one (1) year period and shall serve until a successor has been duly elected. Officers shall be eligible for no more than two (2) consecutive one (1) year terms in the particular office.

C. A BOT member shall not simultaneously hold more than one office.

Section 3. Duties

A. The Chair shall:

1. Preside at all meetings of the BOT;

2. Be an Ex Officio member of all BOT standing committees;

3. Execute, or delegate the authority to execute, correspondence~~, and other~~ on behalf of the BOT.

4. Execute, or delegate the authority to execute, written instruments as authorized by the BOT; and

~~4~~5. Appoint chairpersons and members of BOT committees, consistent with these Bylaws, except in cases where these Bylaws explicitly provide for such appointments, in which case no further action shall be required to place such members on such committees.

B. The Vice Chair shall:

1. In the absence of the Chair, assume the duties of the Chair; and

2. Perform such reasonable duties as may be required by the BOT or by the Chair of the BOT.

C. The Secretary/Treasurer shall:

1. Serve as chair of the BOT Finance Committee;

2. Be responsible for overseeing the creation and/or maintenance of other financial documentation as may from time to time be required by the BOT's activities; and

3. Perform such reasonable duties as may be required by the BOT or by the Chair of the BOT.

ARTICLE VI - COMMITTEES

Section 1. Appointment and Terms of Members of BOT Committees~~.~~

A. The Chair of the BOT shall appoint members of the BOT committees~~.~~, except as otherwise provided herein. Appointments ~~are~~shall be for one (1) year.

B. ~~A.~~ The CEO shall be an Ex Officio member, with vote, of all BOT standing committees.

Section 2. Standing Committees

A. Executive Committee

1. Composition: The BOT Executive Committee ~~consists~~shall consist of the following four (4) BOT members: Chair of the BOT, Vice Chair, Secretary/Treasurer of the BOT, and the CEO.

2. Duties: ~~Acts for~~

   a. The Executive Committee may exercise the powers of the full BOT as specifically authorized by the Bylaws or when specifically empowered by a vote of the full BOT constituting a quorum at a regular or special meeting, or when time is of the essence and convening the entire BOT is not possible or practical. ~~All actions of the Executive Committee shall be reported to the BOT at its next regular meeting.~~

   b. The Executive Committee shall be responsible, with NMC administration, for developing a multi-year Strategic Plan for NMC that is consistent with Article III Section 1, as well as preparing the annual Business Plan.

All actions of the Executive Committee shall be reported to the BOT at its next regular meeting, and shall be agendized in such a manner as to allow the BOT, to the extent lawful and practicable, to reverse or modify such action if it so chooses.

3. County Meetings: The BOT Executive Committee, or a subcommittee thereof, is authorized to attend closed sessions of the Board of Supervisors as may be requested by the Board of Supervisors and consistent with applicable law.

B. Finance Committee

1. Composition. The BOT Finance Committee ~~consists~~shall consist of the following ~~three (3~~five (5) BOT members: the Chair of the BOT, the Secretary/Treasurer of the BOT, the Chief of the Medical Staff, ~~and~~ the CEO~~.~~, and such other members as the Chair of the BOT shall appoint to bring the total number of voting members to five (5). The County's Treasurer or Auditor-Controller ~~shall~~may serve as an Ex Officio member. The Finance Committee shall be chaired by the Secretary/Treasurer of the BOT. The Chief Financial Officer ~~("CFO")~~or their designee, or if none, then the CEO's designee, shall attend all meetings of the Finance Committee and provide professional support.

2. Duties: The duties shall include but not be limited to the following:

   a. Assist in establishing and enhancing valid business and financial management systems;

   b. ~~Annual review~~Review and recommend a budget~~, as well as monthly reviews of~~ for BOT approval each year;

   ~~b.~~c. Review financial ~~performance~~reports of NMC each month and make appropriate recommendations to the BOT;

   ~~c.~~d. Develop and recommend fiscal policy and standards to the BOT;

   ~~d.~~ Develop and monitor and evaluate a three-year capital development plan for NMC, and make recommendations to the BOT thereon~~;~~

   ~~e. Develop a combined budget for NMC to present~~ (but this requirement shall be deemed modified if and to the ~~BOT for approval;~~

   ~~f.~~e. ~~Review~~extent the ~~operating and capital budgets~~County imposes requirements inconsistent herewith); and ~~monthly financial reports of NMC and make appropriate recommendations to the BOT;~~

   ~~g.~~f. Ensure the integrity of NMC's financial statements, the financial reporting process, and the systems of internal accounting and financial controls~~; and~~.

   ~~h. Prepare the Business Plan for NMC. The Business Plan will provide for capital expenditures for at least a three year period. The Business Plan will identify the objective of, anticipated sources of financing for, and each anticipated capital expenditure in excess of $600,000 that relates to: the acquisition of land;~~

~~improvement of land, buildings, and equipment; or replacement, modernization, and expansion of buildings and equipment. The Business Plan will be reviewed and updated annually.~~

C. Quality Committee

1. Composition: The BOT Quality Committee ~~consists~~shall consist of ~~three~~five (5) BOT members~~, appointed by:~~ the ~~BOT~~ Chair~~, one~~ of ~~whom shall be~~the BOT, the Chief of the Medical Staff~~. The Chief Medical Officer and~~ , the CEO, and two (2) additional BOT member appointed by the Chair of the ~~chair of the Medical Staff Patient Safety/Quality Council (the "PSQC")~~BOT. The CEO shall designate appropriate staff to provide professional support for the Committee.

2. Duties: The duties of the BOT Quality Committee shall include, but not be limited to:

   a. Annually approve the annual Quality Improvement Plan for NMC;

   b. Ensuring that the Quality Improvement Plan reflects the complexity of NMC's organization and services, and involves all departments and services;

   c. Make recommendations to the full BOT regarding the development and adoption of Medical Staff and NMC policy, practice, and planning;

   d. Ensuring that NMC establishes clear expectations for safety;

   e. Making recommendations to the full BOT regarding the allocation of resources for measuring, assessing, improving, and sustaining NMC's performance and reducing risk to patients;

   f. Review the Medical Executive Committee ("MEC") recommendations regarding the qualifications, credentials, performance, professional competence, and character of applicants and Medical Staff members, and make recommendations to the full BOT regarding Medical Staff appointments and reappointments, grants of clinical privileges, and corrective action;

   g. Review reasonable steps taken by the MEC to promote ethical conduct and competent clinical performance on the part of Medical Staff membership including any Medical Staff corrective action and reporting to the full BOT when appropriate; and

   ~~h. Review reports of the PSQC and MEC, including any identified actual or potential areas of patient risk and recommending appropriate action to the full BOT.~~

   h. Review reports of the Patient Safety Quality Council Committee ("PSQC") and MEC, including any identified actual or potential areas of patient risk and recommending appropriate action to the full BOT. For avoidance of doubt, the Quality Committee shall not consider matters that are within the jurisdiction of the PSQC or MEC, Medical Staff Quality Review Committee, or any other organized medical staff committee, peer review body, or other body whose proceedings are subject to Section 1157 of the California Evidence Code, except in reviewing the reports and other matters originally considered by such other body. Where such reports and other material are subject to protection under Evidence Code §1157, or may be discussed in closed session pursuant to Health & Safety Code §1461, or are otherwise subject to similar confidentiality or privacy protections under applicable law, the Committee shall conduct its proceedings in such a manner as to preserve such protections or status to the maximum extent reasonably feasible, while also maximizing the information that may be shared with the full BOT, to the extent consistent with the foregoing regarding privacy and confidentiality protections.

3. Meetings of the BOT Quality Committee: To the extent permitted under applicable law,

   a. The peer review deliberations shall occur in closed session; and

   b. Quality discussion and hearings ~~are held~~shall occur in closed session.

~~**D. Community Relations and Planning Committee**~~

~~1. Composition: The BOT Chair shall appoint all members of the BOT Community Relations and Planning Committee. The Committee shall consist of the following four (4) members of the BOT: one (1) representative from the Medical Staff, the CEO, a designee of the CEO, and one (1) additional BOT member appointed by the Chair of the Board of Trustees.~~

~~2. Duties: Responsible, with NMC administration, for developing a multi-year Strategic Plan for NMC that is consistent with Article III Section 1, as well as preparing the annual Business Plan. The Committee will also review recommendations from the CEO for changes in services provided and make recommendations to the BOT. The Committee shall include in its review community relations and marketing programs.~~

~~E.~~ D. Governance and Nominating Committee

1. Composition: The BOT Governance and Nominating Committee shall consist of ~~three BOT members~~the following four (4) members of the BOT: the Chair of the BOT , the Chief of Medical Staff, the CEO, and one (1) additional member appointed by the Chair of the BOT.

2. Duties:

   ~~2.~~a. The Committee shall develop and implement a process for recruiting and nominating new members for the BOT. Nominations will be submitted to the Board of Supervisors for appointment to the BOT. In addition, the Committee will be responsible for monitoring the BOT's work in accordance with the Bylaws and policies and procedures adopted by the BOT, and overseeing the education and development of BOT members.

b. The Committee shall undertake a review of these Bylaws (including the Conflict of Interest Code required by Section 6(b)), and make recommendations to the BOT for amendments or reaffirmation thereof, in advance of the BOT's review of these Bylaws pursuant to Article XV, and at such other times as the Committee may deem appropriate.

Section 3. Medical Staff Authority and Responsibility

It is acknowledged that the Medical Staff of NMC is an entity governed by the Medical Staff Bylaws, rules and regulations, and applicable policies and procedures. The NMC Board delegates to the NMC Medical Staff the responsibility for the oversight of clinical quality.

Section 4. Additional Committees and Assignments

Additional committees, standing or ad hoc, may be established at any time and from time to time by the Board. -The membership of ad hoc committees shall be as provided by the BOT in the action creating such ad hoc committee, and no BOT member shall have a right to membership on any ad hoc committee unless specifically appointed thereto.

ARTICLE VII - MEETINGS

Section 1. Frequency and Place of Meetings

A. The annual meeting of the BOT shall be held at a time and place to be designated by the BOT, and shall be held for the purpose of organization, election of Officers, and the transaction of such other business as may appropriately come before the BOT.

B. Regular meetings of the BOT shall be held with notice on the first Friday of each month at a time and place to be designated by the BOT~~.~~, or at such other time as the BOT may designate by formal action adopting or amending its schedule of regular meetings. Each such meeting shall be duly noticed in accordance with the requirements of the Brown Act.

C. Standing committees of the BOT shall meet in accordance with the annual schedule of committee meetings adopted by the BOT, or as frequently as is necessary to fulfill the committee's duties~~, but not less than quarterly~~.

D. All meetings of the BOT ~~are~~shall be held at the principal office of NMC or at such other place within ~~the County of~~ Monterey County as the BOT ~~provides by resolution~~may provide.

Section 2. Special Meetings

A. Special BOT meetings may be called at any time for a specific, announced purpose by the ~~BOT~~ Chair of the BOT, or on request of the majority of the then-sitting BOT members, in compliance with applicable law.

B. Notice of a special meeting shall be delivered, in writing, to all BOT members at least twenty-four (24) hours in advance of the meeting and such notice shall be posted and delivered in accordance with Government Code §54956.

Section 3. Quorum

A. For regular and special meetings of the BOT, a quorum shall be a majority of those Trustees currently appointed. Every act or decision done or made by a majority of the BOT members present at a meeting duly held at which a quorum is present shall be regarded as the act of the BOT.

B. For committees, a quorum shall be a majority of the members of that committee~~, and shall include at least one BOT member~~.

Section 4. Majority

Actions of the BOT or any committee shall be by a majority of those ~~Trustees physically and electronically~~voting members in attendance in compliance with applicable law.

Section 5. Minutes

A record of proceedings of all meetings of the BOT and its standing committees shall be kept on file at the offices of NMC.

Section 6. Public Meetings

All meetings of the BOT and its standing committees shall be open to the public, unless otherwise provided by law, except for closed sessions. Meetings are conducted in accordance with the Brown Act or other applicable statutes.

ARTICLE VIII - CHIEF EXECUTIVE OFFICER

Section 1. Qualifications and Position

A. A qualified and competent CEO shall be retained by the Board of Supervisors, through a search and interview process, with input from the BOT, and shall be given responsibility for the day-to-day management of NMC, subject to BOT and Board of Supervisors oversight. The CEO shall possess the requisite knowledge, skills and experience to sufficiently evaluate, support and monitor the quality of patient care at NMC.

~~B. The CEO is an Ex Officio member of all BOT committees.~~

~~C~~B. The California Department of Public Health (Licensing and Certification), the California Department of Health Care Services (Medi-Cal), and the federal Centers for Medicare and Medicaid Services (Medicare) shall be notified in writing whenever the services of a new CEO are retained.

Section 2. Annual Performance Evaluation

A. The CEO is evaluated at least annually by the BOT. The result of the annual performance evaluation will be presented to the Board of Supervisors for review, modification, and final decision. The BOT and the Board of Supervisors may evaluate the CEO as often as deemed appropriate.

B. The final decision on CEO hiring and termination will be retained by the Board of Supervisors, who will consider the recommendation of the BOT.

ARTICLE IX - MEDICAL STAFF

Section 1. Appointment The BOT shall:

A. Determine in accordance with State and federal law, which categories of practitioners are eligible to apply for appointment to the Medical Staff.

B. Appoint members of the Medical Staff and grant the clinical privileges of each practitioner, approve ~~allied health professional ("AHP")~~advanced practice provider status and practice prerogatives, after considering the recommendations of the MEC, at the time of initial application and reappointment in accordance with the Medical Staff Bylaws, Rules and Regulations, AHP Rules and Regulations, and other applicable policies and procedures. The BOT shall ensure that the criteria for selection include evidence of current licensure, relevant training and/or experience, current competence, clinical judgment, interpersonal and communication skills, and physical and mental health status.

C. Assure that the Medical Staff has bylaws and approve the Medical Staff Bylaws, rules and regulations, and other applicable policies and procedures.

D. Provide for self-government by the Medical Staff with respect to the professional work performed at NMC.

E. Require that patient care services at NMC or under NMC auspices be provided only by a member of the Medical Staff or under supervision of the Medical Staff, and within the clinical privileges or practice prerogatives granted by the BOT.

F. Direct that adequate support personnel be available to assist the Medical Staff with organizational functions, including Medical Staff membership and clinical privileges (credentialing), physician performance evaluation (peer review), and collection and analysis of clinical data (quality assurance, utilization review, and risk management).

G. Assure that a complete and accurate medical record is prepared and maintained for each patient.

Section 2. Termination and Due Process

Membership on the Medical Staff and specific practice privileges are subject to denial, suspension, termination, or curtailment for cause by the BOT. In such an event, due process shall be provided as described in Medical Staff Bylaws.

ARTICLE X - INDEMNIFICATION

Members of the BOT and officers shall be indemnified, defended, and held harmless to the full extent permitted by California law against all claims, liabilities and expenses incurred as a result of an action by the BOT, except in the instance of willful misconduct in the performance of duties as a Trustee or officer, or actions taken as a Trustee or Officer that are beyond the course and scope of his/her duties as a Trustee or officer.

ARTICLE XI - RULES AND PROCEDURES

Agreed upon rules and detailed procedures for implementation of these Bylaws may be contained in a companion document entitled, "Board Policy and Procedures," if adopted by the BOT.

ARTICLE XII - ADOPTION

The Board of Supervisors shall adopt Bylaws with input from the BOT. Such Bylaws shall then be submitted to the BOT for implementation.

ARTICLE ~~XII~~XIII - AMENDMENT

These Bylaws may be amended by the Board of Supervisors at any time. The BOT may recommend amendments to these Bylaws to the Board of Supervisors. Such amended Bylaws shall then be submitted to the BOT for implementation.

ARTICLE XIV – INTERPRETATION

Words used in these Bylaws that reference a particular gender shall be interpreted to refer to all genders, unless the context indicates otherwise.

ARTICLE XV - REVIEW

BOT Bylaws shall be reviewed by the BOT at least every ~~two~~three years for recommendation to the Board of Supervisors for reaffirmation or possible revision, or more frequently if necessary.

Attachment: Board of Supervisors adopted Conflict of Interest Code

Natividad Medical Center

Bylaws

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ARTICLE I – PURPOSE AND EFFECTIVENESS OF BYLAWS

The primary purposes of the Natividad Medical Center ("NMC") Bylaws are to: 1) establish the framework that allows the Board of Trustees ("BOT") to fulfill its role as the NMC governing board to the fullest extent permitted by law and as authorized by the Monterey County Board of Supervisors, 2) clearly define accountability and responsibility for the efficient and effective oversight of day-to-day operations of NMC, 3) clearly define the accountability and responsibility for the safety and quality of care, treatment, and services at NMC, and the efficient operation of NMC and compliance with federal and state statutes and regulations and TJC requirements, 4) clarify the respective roles and responsibilities of the BOT and the Board of Supervisors in NMC operations, 5) comply with the requirements of The Joint Commission ("TJC"), Medicare, and California Code of Regulations Title 22, and 6) allow NMC to function within policies and procedures prevalent in the health care industry and in compliance with applicable Federal, State, and Local statutes and regulations.

These Bylaws shall be effective as of May 5, 2017, including such amendments as may thereafter be duly approved in accordance with the procedures for such amendments, effective upon the date of their adoption or at such later time as may be stated in such amendments.

ARTICLE II - DEFINITIONS

Within the context of this document, the following definitions apply:

Appeal means the specific procedure(s) set forth in these Bylaws by which an applicant or Medical Staff member has the right to request a review of an adverse recommendation or action on his/her application for Medical Staff membership and/or clinical privileges or a Medical Staff member's membership and/or clinical privileges.

Board of Supervisors means the five duly elected representatives of the County.

Board of Trustees or BOT means the appointed and Ex Officio members of the governing body of NMC.

Brown Act means the Ralph M. Brown Act (Government Code § 54950, *et seq.*)

Business Plan means the document developed by the Finance Committee to define the directions and business objectives of NMC for the future.

Chief Executive Officer ("CEO") means the individual duly selected, employed and empowered to administer day to day NMC operations in consultation with, and by and under the supervision of, the BOT.

Chief Medical Officer means that duly appointed individual who is responsible for working with and assisting the Chief of the Medical Staff and clinical departments, and is concerned with medico-administrative aspects of patient care at the Hospital.

Compliance means operation of NMC within limits established by such legal or regulatory requirements as County ordinances and resolutions, the requirements of TJC, and relevant State and Federal statutes and regulations.

Conflict of Interest means direct or indirect economic interest, gained as the result of BOT action in which a BOT member participated; or any employment, activity, or economic enterprise for compensation that is inconsistent, incompatible, in conflict with, or inimical to his/her duties as a BOT member.

County means the legal entity known as the County of Monterey in the State of California.

Ex Officio means by virtue of an office held, with vote unless otherwise specified in this document.

Hospital or NMC means Natividad Medical Center and includes patient care services provided in the Hospital and/or in other enrolled locations, structures and facilities under the Hospital's license.

Medical Staff means the physicians, dentists, podiatrists, and clinical psychologists appointed by the BOT. The details of the Medical Staff organization are contained in Medical Staff Bylaws.

Medical Staff Bylaws means those documents which organize and govern the Medical Staff of NMC.

Monterey County means the geographical territory of the County of Monterey, a county of the 17^{th} class under section 28038 of the California Government Code.

Procedural Rights means the procedure(s) referenced or established by these Bylaws and the Medical Staff Bylaws, together with the careful implementation thereof, to accord and protect existing legal rights of Medical Staff members and applicants for Medical Staff membership and/or clinical privileges.

Regular Monthly Meeting means the meeting of the BOT held on a pre-established, duly noticed, monthly schedule as may be amended as necessary from time to time in accordance with the Brown Act and/or other applicable statutes.

Vacancy means an unfilled BOT member seat or an unfilled office. Vacancies may occur because of resignation, death, expiration of term, removal from the BOT or from an officer position, or failure of a member to attend at least fifty percent (50%) of the scheduled BOT meetings in one year.

ARTICLE III - MISSION, AUTHORITY, OBLIGATIONS

Section 1. Mission The Mission of Natividad Medical Center is to continually improve the health status of the people of Monterey County through access to affordable, high quality healthcare services.

Section 2. Authority

A. Title to Property. The title, direction and control of NMC property is in the County and is under the control of the Board of Supervisors. Disposition of property by the County shall require the approval of the Board of Supervisors, which shall take into consideration the recommendations of the BOT. Purchases or sales of NMC property and investment, transfer or other expenditures of trust funds shall be made only upon the written approval of the Board of Supervisors or their designee(s).

B. Professional and Other Health Care Staff. The Medical Staff and other health care professionals who provide patient care services in or under the auspices of NMC are subject to the authority of the BOT.

C. Disposition of Surplus Funds. In the event of a surplus of NMC revenue over expenses, use of surplus funds shall be determined by the Board of Supervisors.

D. Budget. Approval of the Fiscal Year Budget for NMC is vested by law in the Board of Supervisors and shall be based upon consideration of the recommendations of the BOT. The Fiscal Year Budget shall be prepared according to generally accepted accounting principles, and must include all anticipated income and expenses for NMC.

Section 3. Obligations & Responsibilities

A. The CEO shall be responsible for overseeing all day to day operational activities of NMC. The business of NMC shall be conducted by the CEO under the direction and supervision of the BOT and with ultimate approval by the Board of Supervisors, as outlined in these Bylaws with due attention to relevant community interests and concerns and designed to ensure a uniform level of patient care.

B. The powers and responsibilities of the BOT include, but are not limited to, the following:

1. Encourage NMC to fulfill its mission by:

    a. Creating a clear statement of NMC's mission, vision, values and strategic plan to achieve the mission and vision;

    b. Monitoring the alignment of NMC management's strategies with the key goals and achieving the vision; and

    c. Monitoring how the Hospital's programs are meeting the needs of the community within the resources available to do so.

2. Provide for effective executive management by:

    a. Providing input to the Board of Supervisors in the hiring and if necessary, terminating of the CEO;

    b. Monitoring the CEO's performance;

c. Delegating all management functions to the CEO subject to County and BOT policies and directives; and

d. Ensuring that leadership succession plans are in place of key management positions.

3. Provide for NMC high quality of care by:

a. Monitoring the effectiveness of the Medical Staff process for recommending the appointment, reappointment, credentialing and privileging of Medical Staff members;

b. Appointing, reappointing, and granting clinical privileges to Medical Staff members, including radiologic and outpatient service Medical Staff members;

c. Adopting internal and external quality standards to be used to assess the care provided;

d. Ensuring that patients are admitted to the Hospital on the recommendation of a licensed practitioner permitted to admit patients to the Hospital, in accordance with the Medical Staff Bylaws and State law;

e. Working with the Medical Staff to ensure that a doctor of medicine or osteopathy is on duty at the Hospital at all times, and a doctor of medicine or osteopathy is responsible for the care of each patient;

f. Providing that management and Medical Staff have quality and utilization monitoring systems in place and that they are functioning effectively to achieve the desired outcomes;

g. Establishing and monitoring an effective performance improvement program;

h. Establishing and monitoring an effective ethics and compliance program;

i. Approving NMC's written scope of services;

j. Specify the frequency and detail of quality indicator data collected and reviewed by the hospital's Quality Committee, and reviewing the quality indicator data on a regular basis;

k. Monitoring the contracted services provided by the hospital to ensure the services are provided in a safe and effective manner and in compliance with quality of care standards;

l. Overseeing the effective operation of the complaint resolution process; and

m. Approving NMC's policies and procedures, including the policies and procedures for all service lines of NMC.

4. Provide for NMC's financial strength by:

   a. Approving a financial plan, including annual operating and capital budgets, that will meet the strategic plan;

   b. Monitoring and assessing financial performance;

   c. Holding management accountable for providing thorough and accurate financial reports;

   d. Requiring management to implement controls that provide an appropriate system of checks and balances;

   e. Mandating that there is an effective internal audit function; and

   f. Receiving and reviewing the auditor's report.

5. Function effectively and efficiently as the BOT by:

   a. Creating a statement of its roles and responsibilities and using this statement to direct its work;

   b. Providing that the BOT structure and committee structure reflects and supports its roles and responsibilities to include diligence in attendance and encouragement of candid conversations;

   c. Recruiting effective BOT members with the knowledge, time and skills needed to govern;

   d. Providing that systems and procedures are in place to assist the BOT in doing its work, including an annual BOT self-evaluation;

   e. Providing that the BOT, Medical Staff, and management operate in accord with applicable standards and laws; and

   f. Respecting the confidentiality of NMC matters.

D. The Board of Supervisors reserves to itself the power and authority to oversee and manage labor relations and collective bargaining. In addition, the Board of Supervisors reserves to itself the following power and authority, with consideration of such input as the BOT may choose to provide or the Board of Supervisors may request:

1. Borrowing approval(s);

2. Audit approval;

3. Budget approval;

4. Contract approval;

5. Hiring and termination of the CEO;

6. Termination of any Hospital programs or services that require a Beilenson Act hearing; and

7. Any other power and authority the Board of Supervisors determines to be appropriate.

ARTICLE IV - MEMBERS

Section 1. Number, Qualifications, Section and Term. The BOT shall consist of eleven (11) members:

A. Four (4) of whom shall serve in an Ex Officio capacity, with vote, for their terms of office as:

1. County Administrative Officer;
2. Chief of the Medical Staff;
3. One member of the Board of Supervisors, nominated and appointed by the Board of Supervisors; and
4. NMC CEO.

B. Seven (7) who shall be appointed because of their skills and backgrounds including but not limited to the following:

1. Finance experience at the chief financial officer level;
2. Executive experience in a large and complex organization;
3. Executive experience in the health care or insurance industry;
4. Experience in health care governance;
5. Experience as a community leader;
6. Skills related to the strategic plan of NMC;
7. Membership on the Medical Staff of NMC; and/or
8. Clinical experience as a physician.

C. Authority for appointing individuals to the BOT shall be the responsibility of the Board of Supervisors. Individuals to be appointed shall be nominated by the BOT.

Appointed members of the BOT shall be residents of Monterey County. The criteria to be considered in nominating individuals as Trustees shall include:

1. Background and skills needed on the BOT;

2. Availability and willingness to attend a minimum of ten (10) monthly BOT meetings per year and actively participate on at least one BOT committee;

3. Willingness to acquire the knowledge and skills required to lead a complex health care organization;

4. History of community leadership; and/or

5. Commitment to the improvement and development of the health care of the community.

D. Terms of Office.

1. Effective as of May 5, 2017 and thereafter, any appointed BOT member who has served on the BOT for ten (10) or more consecutive years of service, shall resign as of the date of the annual meeting in the tenth (10th) year of such service, provided, that unless otherwise specified in the member's notice of resignation, if no successor is appointed on or before the date of the annual meeting to which this section refers, then the member shall remain in office until the earlier of the date that the member's successor takes office or the date that is twelve (12) months following such annual meeting.

2. Effective as of May 5, 2017 and thereafter, the BOT shall limit the length of terms of BOT members appointed to the BOT in order to comply with the requirements of subsection 1 above.

3. Subject to the provisions of subsection 2 above, each of the appointed BOT members with the qualifications set forth in Section 1.C above shall serve for an initial term of one year, as a trial period for the BOT member and the BOT. Thereafter, with the consent of the BOT member and with the recommendation of the BOT, such appointed BOT member may serve a term of three (3) years, and may serve up to two (2) additional consecutive three (3) year terms if re-appointed by the Board of Supervisors.

4. At least sixty (60) days prior to the expiration of each term, each Trustee described in subsection 1.B above shall notify the Chairs of the BOT and of the Board of Supervisors if such BOT member is willing to be re-appointed to a subsequent term.

5. Each of the Ex Officio BOT members shall serve as a BOT member for so long as he or she remains in the designated office, or is the Supervisor selected by Board of Supervisors.

6. After serving three (3) consecutive three (3) year terms, any BOT member described in subsection D.3 above may be re-appointed to the BOT following a one-year absence from the BOT.

Section 2. Duties: Duties of individual BOT members include, but are not necessarily limited to:

A. Regularly attend BOT meetings;

B. Actively participate on and attend meetings of BOT committee(s) to which the member is assigned;

C. Promptly relate community input to the Board;

D. Represent NMC in a positive and effective manner in public forums;

E. Be sufficiently informed about Hospital management and patient care services that the BOT member can effectively evaluate proposed actions and reports;

F. Accept and fulfill reasonable assignments from the Chair of the BOT; and

G. Participate in the orientation and educational programs for new BOT members.

Section 3. Vacancies and Removal of Trustees or Officers

A. Trustees

1. If a BOT member has not satisfied the above-listed attendance requirements, the BOT shall recommend that the Board of Supervisors declare that a Vacancy on the BOT exists or present to the Board of Supervisors that good reason exists to not declare that a Vacancy exists.

2. BOT member Vacancies may also be created by other means, including but not limited to, expiration of term, resignation, death, removal, or moving outside the boundaries of Monterey County.

3. In the event of a Vacancy, a replacement shall be nominated by the remainder of the BOT, based on the criteria set forth above in Article IV, Section 1A, B and C, and recommended to the Board of Supervisors for timely appointment.

B. Officers

1. Officers may be removed by vote of a majority of those current BOT members for failure to perform the duties of the office, or for malfeasance in office.

2. Vacancy in any office shall be filled by nomination and election by the BOT as soon as is reasonably possible

Section 4. Compensation The members of the BOT shall receive no compensation, but shall be reimbursed for actual and necessary expenses incurred in the performance of official business of NMC as assigned by the BOT, in accordance with established County policies.

Section 5. Standard of Conduct To the extent not inconsistent with other requirements imposed by state, federal, or local laws, procedures or policies regarding the duties of BOT members in their roles as public officials, each BOT member shall perform his or her duties in good faith, in a manner the member believes to be in the best interest of the County, on behalf of NMC, and including such reasonable inquiry as an ordinarily prudent person in a like position would use under similar circumstances.

Section 6. Conflict of Interest

A. No BOT member shall participate in any matter which comes before the BOT, or in any matter in which he/she is required to act in his/her capacity as a BOT member, when the BOT member has or may have a direct or indirect economic interest which may be affected as a result of such action. Additionally, no BOT member shall undertake any employment, activity, or economic enterprise for compensation that is inconsistent, incompatible, in conflict with, or inimical to his/her duties as a BOT member.

B. BOT members shall be required to follow the NMC Conflict of Interest Code adopted by the Board of Supervisors, which shall be attached hereto.

C. This Section 6 is intended to incorporate any applicable federal, state, or local law regarding such matters (including but not limited to applicable provisions of the California Government Code and regulations thereunder), and is not intended to supplement or alter such requirements. To the extent such laws are amended in the future, such amendments shall be deemed incorporated herein.

ARTICLE V - OFFICERS

Section 1. Officers. The Officers of the BOT shall be the:

A. Chair;

B. Vice Chair; and

C. Secretary/Treasurer.

Section 2. Qualifications, Selection and Term

A. Officers are elected by the BOT at its Annual Meeting from among its own members. All members of the BOT are eligible. Election must be by no less than a majority of those Trustees currently appointed.

B. Officers are elected for a one (1) year period and shall serve until a successor has been duly elected. Officers shall be eligible for no more than two (2) consecutive one (1) year terms in the particular office.

C. A BOT member shall not simultaneously hold more than one office.

Section 3. Duties

A. The Chair shall:

1. Preside at all meetings of the BOT;

2. Be an Ex Officio member of all BOT standing committees;

3. Execute, or delegate the authority to execute, correspondence on behalf of the BOT,

4. Execute, or delegate the authority to execute, written instruments as authorized by the BOT; and

5. Appoint chairpersons and members of BOT committees, consistent with these Bylaws, except in cases where these Bylaws explicitly provide for such appointments, in which case no further action shall be required to place such members on such committees.

B. The Vice Chair shall:

1. In the absence of the Chair, assume the duties of the Chair; and

2. Perform such reasonable duties as may be required by the BOT or by the Chair of the BOT.

C. The Secretary/Treasurer shall:

1. Serve as chair of the BOT Finance Committee;

2. Be responsible for overseeing the creation and/or maintenance of other financial documentation as may from time to time be required by the BOT's activities; and

3. Perform such reasonable duties as may be required by the BOT or by the Chair of the BOT.

ARTICLE VI - COMMITTEES

Section 1. Appointment and Terms of Members of BOT Committees

A. The Chair of the BOT shall appoint members of the BOT committees, except as otherwise provided herein. Appointments shall be for one (1) year.

B. The CEO shall be an Ex Officio member, with vote, of all BOT standing committees.

Section 2. Standing Committees

A. Executive Committee

1. Composition: The BOT Executive Committee shall consist of the following four (4) BOT members: Chair of the BOT, Vice Chair, Secretary/Treasurer of the BOT, and the CEO.

2. Duties:

   a. The Executive Committee may exercise the powers of the full BOT as specifically authorized by the Bylaws or when specifically empowered by a vote of the full BOT constituting a quorum at a regular or special meeting, or when time is of the essence and convening the entire BOT is not possible or practical.

   b. The Executive Committee shall be responsible, with NMC administration, for developing a multi-year Strategic Plan for NMC that is consistent with Article III Section 1, as well as preparing the annual Business Plan.

   All actions of the Executive Committee shall be reported to the BOT at its next regular meeting, and shall be agendized in such a manner as to allow the BOT, to the extent lawful and practicable, to reverse or modify such action if it so chooses.

3. County Meetings: The BOT Executive Committee, or a subcommittee thereof, is authorized to attend closed sessions of the Board of Supervisors as may be requested by the Board of Supervisors and consistent with applicable law.

B. Finance Committee

1. Composition. The BOT Finance Committee shall consist of the following five (5) BOT members: the Chair of the BOT, the Secretary/Treasurer of the BOT, the Chief of the Medical Staff, the CEO, and such other members as the Chair of the BOT shall appoint to bring the total number of voting members to five (5). The County's Treasurer or Auditor-Controller may serve as an Ex Officio member. The Finance Committee shall be chaired by the Secretary/Treasurer of the BOT. The Chief Financial Officer or their designee, or if none, then the CEO's designee, shall attend all meetings of the Finance Committee and provide professional support.

2. Duties: The duties shall include but not be limited to the following:

   a. Assist in establishing and enhancing valid business and financial management systems;

   b. Review and recommend a budget for BOT approval each year;

c. Review financial reports of NMC each month and make appropriate recommendations to the BOT;

d. Develop and recommend fiscal policy and standards to the BOT;

e. Develop and monitor and evaluate a three-year capital development plan for NMC, and make recommendations to the BOT thereon (but this requirement shall be deemed modified if and to the extent the County imposes requirements inconsistent herewith); and

f. Ensure the integrity of NMC's financial statements, the financial reporting process, and the systems of internal accounting and financial controls.

C. Quality Committee

1. Composition: The BOT Quality Committee shall consist of five (5) BOT members: the Chair of the BOT, the Chief of the Medical Staff, the CEO, and two (2) additional BOT member appointed by the Chair of the BOT. The CEO shall designate appropriate staff to provide professional support for the Committee.

2. Duties: The duties of the BOT Quality Committee shall include, but not be limited to:

   a. Annually approve the annual Quality Improvement Plan for NMC;

   b. Ensuring that the Quality Improvement Plan reflects the complexity of NMC's organization and services, and involves all departments and services;

   c. Make recommendations to the full BOT regarding the development and adoption of Medical Staff and NMC policy, practice, and planning;

   d. Ensuring that NMC establishes clear expectations for safety;

   e. Making recommendations to the full BOT regarding the allocation of resources for measuring, assessing, improving, and sustaining NMC's performance and reducing risk to patients;

   f. Review the Medical Executive Committee ("MEC") recommendations regarding the qualifications, credentials, performance, professional competence, and character of applicants and Medical Staff members, and make recommendations to the full BOT regarding Medical Staff appointments and reappointments, grants of clinical privileges, and corrective action;

   g. Review reasonable steps taken by the MEC to promote ethical conduct and competent clinical performance on the part of Medical Staff membership including any Medical Staff corrective action and reporting to the full BOT when appropriate; and

h. Review reports of the Patient Safety Quality Council Committee ("PSQC") and MEC, including any identified actual or potential areas of patient risk and recommending appropriate action to the full BOT. For avoidance of doubt, the Quality Committee shall not consider matters that are within the jurisdiction of the PSQC or MEC, Medical Staff Quality Review Committee, or any other organized medical staff committee, peer review body, or other body whose proceedings are subject to Section 1157 of the California Evidence Code, except in reviewing the reports and other matters originally considered by such other body. Where such reports and other material are subject to protection under Evidence Code §1157, or may be discussed in closed session pursuant to Health & Safety Code §1461, or are otherwise subject to similar confidentiality or privacy protections under applicable law, the Committee shall conduct its proceedings in such a manner as to preserve such protections or status to the maximum extent reasonably feasible, while also maximizing the information that may be shared with the full BOT, to the extent consistent with the foregoing regarding privacy and confidentiality protections.

3. Meetings of the BOT Quality Committee: To the extent permitted under applicable law,

   a. The peer review deliberations shall occur in closed session; and

   b. Quality discussion and hearings shall occur in closed session.

D. Governance and Nominating Committee

1. Composition: The BOT Governance and Nominating Committee shall consist of the following four (4) members of the BOT: the Chair of the BOT , the Chief of Medical Staff, the CEO, and one (1) additional member appointed by the Chair of the BOT.

2. Duties:

   a. The Committee shall develop and implement a process for recruiting and nominating new members for the BOT. Nominations will be submitted to the Board of Supervisors for appointment to the BOT. In addition, the Committee will be responsible for monitoring the BOT's work in accordance with the Bylaws and policies and procedures adopted by the BOT, and overseeing the education and development of BOT members.

   b. The Committee shall undertake a review of these Bylaws (including the Conflict of Interest Code required by Section 6(b)), and make recommendations to the BOT for amendments or reaffirmation thereof, in advance of the BOT's review of these Bylaws pursuant to Article XV, and at such other times as the Committee may deem appropriate.

Section 3. Medical Staff Authority and Responsibility

It is acknowledged that the Medical Staff of NMC is an entity governed by the Medical Staff Bylaws, rules and regulations, and applicable policies and procedures. The NMC Board delegates to the NMC Medical Staff the responsibility for the oversight of clinical quality.

Section 4. Additional Committees and Assignments

Additional committees, standing or ad hoc, may be established at any time and from time to time by the Board. The membership of ad hoc committees shall be as provided by the BOT in the action creating such ad hoc committee, and no BOT member shall have a right to membership on any ad hoc committee unless specifically appointed thereto.

ARTICLE VII - MEETINGS

Section 1. Frequency and Place of Meetings

A. The annual meeting of the BOT shall be held at a time and place to be designated by the BOT, and shall be held for the purpose of organization, election of Officers, and the transaction of such other business as may appropriately come before the BOT.

B. Regular meetings of the BOT shall be held with notice on the first Friday of each month at a time and place to be designated by the BOT, or at such other time as the BOT may designate by formal action adopting or amending its schedule of regular meetings. Each such meeting shall be duly noticed in accordance with the requirements of the Brown Act.

C. Standing committees of the BOT shall meet in accordance with the annual schedule of committee meetings adopted by the BOT, or as frequently as is necessary to fulfill the committee's duties.

D. All meetings of the BOT shall be held at the principal office of NMC or at such other place within Monterey County as the BOT may provide.

Section 2. Special Meetings

A. Special BOT meetings may be called at any time for a specific, announced purpose by the Chair of the BOT, or on request of the majority of the then-sitting BOT members, in compliance with applicable law.

B. Notice of a special meeting shall be delivered, in writing, to all BOT members at least twenty-four (24) hours in advance of the meeting and such notice shall be posted and delivered in accordance with Government Code §54956.

Section 3. Quorum

A. For regular and special meetings of the BOT, a quorum shall be a majority of those

Trustees currently appointed. Every act or decision done or made by a majority of the BOT members present at a meeting duly held at which a quorum is present shall be regarded as the act of the BOT.

B. For committees, a quorum shall be a majority of the members of that committee.

Section 4. Majority

Actions of the BOT or any committee shall be by a majority of those voting members in attendance in compliance with applicable law.

Section 5. Minutes

A record of proceedings of all meetings of the BOT and its standing committees shall be kept on file at the offices of NMC.

Section 6. Public Meetings

All meetings of the BOT and its standing committees shall be open to the public, unless otherwise provided by law, except for closed sessions. Meetings are conducted in accordance with the Brown Act or other applicable statutes.

ARTICLE VIII - CHIEF EXECUTIVE OFFICER

Section 1. Qualifications and Position

A. A qualified and competent CEO shall be retained by the Board of Supervisors, through a search and interview process, with input from the BOT, and shall be given responsibility for the day-to-day management of NMC, subject to BOT and Board of Supervisors oversight. The CEO shall possess the requisite knowledge, skills and experience to sufficiently evaluate, support and monitor the quality of patient care at NMC.

B. The California Department of Public Health (Licensing and Certification), the California Department of Health Care Services (Medi-Cal), and the federal Centers for Medicare and Medicaid Services (Medicare) shall be notified in writing whenever the services of a new CEO are retained.

Section 2. Annual Performance Evaluation

A. The CEO is evaluated at least annually by the BOT. The result of the annual performance evaluation will be presented to the Board of Supervisors for review, modification, and final decision. The BOT and the Board of Supervisors may evaluate the CEO as often as deemed appropriate.

B. The final decision on CEO hiring and termination will be retained by the Board of Supervisors, who will consider the recommendation of the BOT.

ARTICLE IX - MEDICAL STAFF

Section 1. Appointment The BOT shall:

A. Determine in accordance with State and federal law, which categories of practitioners are eligible to apply for appointment to the Medical Staff.

B. Appoint members of the Medical Staff and grant the clinical privileges of each practitioner, approve advanced practice provider status and practice prerogatives, after considering the recommendations of the MEC, at the time of initial application and reappointment in accordance with the Medical Staff Bylaws, Rules and Regulations, AHP Rules and Regulations, and other applicable policies and procedures. The BOT shall ensure that the criteria for selection include evidence of current licensure, relevant training and/or experience, current competence, clinical judgment, interpersonal and communication skills, and physical and mental health status.

C. Assure that the Medical Staff has bylaws and approve the Medical Staff Bylaws, rules and regulations, and other applicable policies and procedures.

D. Provide for self-government by the Medical Staff with respect to the professional work performed at NMC.

E. Require that patient care services at NMC or under NMC auspices be provided only by a member of the Medical Staff or under supervision of the Medical Staff, and within the clinical privileges or practice prerogatives granted by the BOT.

F. Direct that adequate support personnel be available to assist the Medical Staff with organizational functions, including Medical Staff membership and clinical privileges (credentialing), physician performance evaluation (peer review), and collection and analysis of clinical data (quality assurance, utilization review, and risk management).

G. Assure that a complete and accurate medical record is prepared and maintained for each patient.

Section 2. Termination and Due Process

Membership on the Medical Staff and specific practice privileges are subject to denial, suspension, termination, or curtailment for cause by the BOT. In such an event, due process shall be provided as described in Medical Staff Bylaws.

ARTICLE X - INDEMNIFICATION

Members of the BOT and officers shall be indemnified, defended, and held harmless to the full extent permitted by California law against all claims, liabilities and expenses incurred as a result of an action by the BOT, except in the instance of willful misconduct in the performance of duties as a Trustee or officer, or actions taken as a Trustee or Officer that are beyond the course and scope of his/her duties as a Trustee or officer.

ARTICLE XI - RULES AND PROCEDURES

Agreed upon rules and detailed procedures for implementation of these Bylaws may be contained in a companion document entitled, "Board Policy and Procedures," if adopted by the BOT.

ARTICLE XII - ADOPTION

The Board of Supervisors shall adopt Bylaws with input from the BOT. Such Bylaws shall then be submitted to the BOT for implementation.

ARTICLE XIII - AMENDMENT

These Bylaws may be amended by the Board of Supervisors at any time. The BOT may recommend amendments to these Bylaws to the Board of Supervisors. Such amended Bylaws shall then be submitted to the BOT for implementation.

ARTICLE XIV – INTERPRETATION

Words used in these Bylaws that reference a particular gender shall be interpreted to refer to all genders, unless the context indicates otherwise.

ARTICLE XV - REVIEW

BOT Bylaws shall be reviewed by the BOT at least every three years for recommendation to the Board of Supervisors for reaffirmation or possible revision, or more frequently if necessary.

Attachment: Board of Supervisors adopted Conflict of Interest Code

CREDENTIALS REPORT

INITIAL APPOINTMENTS: The following practitioners have applied for initial appointment to the Medical Staff or Allied Health Professional staff. Review and recommendation for staff membership and/or privileges is based on quantitative and qualitative factors such as: current licensure, DEA, professional liability insurance, board certification, continuing education, review of health status, education, training and current clinical competence, NPDB, litigation history, peer references and current and prior affiliations, etc. Membership and/or privilege requirements are satisfactorily met, unless specified below. **Initial appointments will be granted Provisional staff status along with privileges or practice prerogatives for a period not to exceed twenty-four (24) months.**

NAME	SPECIALTY / SERVICE	NOTES	PROCTOR	APPOINTMENT PERIOD	RECOMMEND
Carrasco, Victor W., MD	Family Medicine / Family Medicine			**11/07/2025 – 11/01/2027** *Temporary Privileges* *10/01/2025 – 11/07/2025*	Srv Dir: 09/29/2025
Dalal, Arpana R., MD	Anesthesia		Dr. Shah	**11/07/2025 – 11/01/2027** *Temporary Privileges* *10/06/2025 – 11/07/2025*	Srv Dir: 09/16/2025
Farooq, Muhammad U., MD	Teleneurology / Medical Specialties		Dr. Medawar	**11/07/2025 – 11/01/2027**	Srv Dir: 09/24/2025
Jani, Vishal B., MD	Teleneurology / Medical Specialties		Dr. Medawar	**11/07/2025 – 11/01/2027**	Srv Dir: 09/24/2025
Koek, Adriana Y., MD	Teleneurology / Medical Specialties		Dr. Medawar	**11/07/2025 – 11/01/2027**	Srv Dir: 09/24/2025
Lami, Victor V., MD	Teleneurology / Medical Specialties		Dr. Medawar	**11/07/2025 – 11/01/2027**	Srv Dir: 0/29/2025
Solomon, Christina G., MD	OBGYN / OBGYN		Dr. Chandler	**11/07/2025 – 11/01/2027**	Srv Dir: 09/29/2025
Theisen, Jeremy D., MD	Teleradiology / Radiology			**11/07/2025 – 11/01/2027**	Srv Dir: 09/28/2025
Turk, David B., MD	Physical Med & Rehab / Medical Specialties		Dr. Medawar	**11/07/2025 – 11/01/2027** *Temporary Privileges* *10/20/2025 – 11/07/2025*	Srv Dir: 10/01/2025

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LOCUMS TENENS: The following practitioner(s) were granted Temporary privileges to fulfill an important patient care, treatment, service need and to see only the patients of the practitioner for whom he/she is providing locum tenens services.

NAME	SPECIALTY	SERVICE	REASON	TIMEFRAME	RECOMMEND
None					

REAPPOINTMENTS: The following practitioners have applied for reappointment to the Medical or AHP Staff. Review and recommendation for staff membership and/or privileges is based on quantitative and qualitative factors such as: current licensure, DEA, professional liability insurance, board certification, continuing education, review of health status, current clinical competence, NPDB, litigation history, peer references, OPPE and peer review data. Membership and/or privilege requirements are satisfactorily met, unless specified below. Membership requirements are met, unless specified below.
Practitioners will be reappointed to their current staff status, unless specified below, for a period not to exceed 24 months.

NAME	SPECIALTY / SERVICE	NOTES	STATUS	REAPPOINTMENT PERIOD	RECOMMEND
Bass, Jeffrey H., MD	Emergency Medicine / Emergency Medicine		Active	12/01/2025 – 12/01/2027	Srv Dir: 09/16/2025
Cuevas, Maximiliano, MD	OBGYN / OBGYN		Affiliate	12/01/2025 – 12/01/2027	Srv Dir: 09/17/2025
Erlichman, Oren, MD	Anesthesia / Anesthesia		Active	12/01/2025 – 12/01/2027	Srv Dir: 09/16/2025
Fuchs, Martha M., PA-C	Emergency Medicine Physician Assistant / Emergency Medicine		Advanced Practice Professional	12/01/2025 – 12/01/2027	Srv Dir: 09/18/2025
Kurz, tory L., MD	Telepsychiatry / Psychiatry		Courtesy	12/01/2025 – 12/01/2027	Srv Dir: 09/23/2025
Lu, Yan, ACNP-BC	Acute Care Nurse Practitioner / Trauma		Advanced Practice Professional	12/01/2025 – 12/01/2027	Srv Dir: 09/19/2025
Moshfeghi, Darius M., MD	Teleophthalmology / Surgical Specialties		Courtesy	12/01/2025 – 12/01/2027	Srv Dir: 09/17/2025
Oswalt, Bridget M., CRNA	Certified Registered Nurse Anesthetist / Anesthesia		Advanced Practice Professional	12/01/2025 – 12/01/2027	Srv Dir: 09/16/2025
Saft, Amy B., CRNA	Certified Registered Nurse Anesthetist / Anesthesia		Advanced Practice Professional	12/01/2025 – 12/01/2027	Srv Dir: 09/16/2025
Saisho, Kenji B., MD, DDS	Pediatric Dentistry / Surgical Specialties		Active	12/01/2025 – 12/01/2027	Srv Dir: 09/17/2025
Zulik, Marta, MD	Pulmonary Disease / Medical Specialties		Active	12/01/2025 – 12/01/2027	Srv Dir: 09/20/2025
Carpenter, Christopher L., MD	Pediatric Hospitalist / Pediatrics		Active	01/01/2026 – 01/01/2028	Srv Dir: 09/24/2025
Chandler, Peter, J., MD, MPH	OBGYN / OBGYN		Active	01/01/2026 – 01/01/2028	Srv Dir: 09/26/2025
Coll, Jonathan P., MD	Teleradiology / Radiology		Courtesy	01/01/2026 – 01/01/2028	Srv Dir: 09/23/2025
Hashisho, Mazen M., MD, MPH	Vascular Surgery / Surgical Specialties		Active	01/01/2026 – 01/01/2028	Srv Dir: 09/26/2025
Hur, Jane L., MD	Teleradiology / Radiology		Provisional	01/01/2026 – 01/01/2028	Srv Dir: 09/23/2025

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Krishna, Gopal G., MD	Nephrology / Medical Specialties		Active	**01/01/2026 – 01/01/2028**	Srv Dir: 09/24/2025
LeRoy, Andree M., MD	Physical Medicine and Rehabilitation / Medical Specialties		Provisional to Active	**01/01/2026 – 01/01/2028**	Srv Dir: 09/18/2025
Lilja, James F., MD	Gynecology Oncology / OBGYN		Active	**01/01/2026 – 01/01/2028**	Srv Dir: 09/26/2025
McAllen, Brian T., PA-C	Emergency Medicine Physician Assistant / Emergency Medicine		Advanced Practice Professional	**01/01/2026 – 01/01/2028**	Srv Dir: 09/22/2025
Moore, Steven V., MD	Orthopedic Surgery / Surgical Specialties		Affiliate	**01/01/2026 – 01/01/2028**	Srv Dir: 09/22/2025
Rever, Barbara L, MD, MPH	Nephrology / Medical Specialties		Active	**01/01/2026 – 01/01/2028**	Srv Dir: 09/26/2025
Roberts, James G., MD	Vascular surgery / Surgical Specialties		Provisional	**01/01/2026 – 01/01/2028**	Srv Dir: 09/24/2025
Telesco, Charles G., PA-C	Emergency Medicine Physician Assistant / Emergency Medicine		Advanced Practice Professional	**01/01/2026 – 01/01/2028**	Srv Dir: 09/22/2025
Ventura, Alicia C., MD	Family Medicine w/ OB / Family Medicine		Active	**01/01/2026 – 01/01/2028**	Srv Dir: 09/24/2025

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INITIAL FPPE / RELEASE FROM PROCTORING: The following practitioner(s) have completed their basic and/or advanced procedure proctoring requirements.

NAME	**SPECIALTY / SERVICE**	**PRIVILEGES / PRACTICE PREROGATIVES**
Maltepe, Emin, MD	Neonatal Medicine / Pediatrics	Neonatal Medicine Core proctor completed

CATEGORY CHANGES OUTSIDE OF REAPPOINTMENT: The following practitioner(s) category or status were changed as described.

NAME	**SPECIALTY / SERVICE LINE**	**CURRENT / NEXT**	**REASON**	**EFFECTIVE DATE**
None				

PRIVILEGE CHANGES OUTSIDE OF REAPPOINTMENT: The following practitioner(s) have requested an increase or decrease of privileges. An increase in privileges shall be granted for the remainder of the current appointment period.

NAME	**SPECIALTY / SERVICE**	**REQUEST**	**PROCTOR**
Tazo S. Inui, MD	Vascular Surgery / Surgical Specialties	Skin Grafts (partial thickness, simple) – Temporary Privileges start 09/23/2025	Dr. Di Stante

RESIGNATIONS: The following practitioner(s) have voluntarily resigned their staff membership and privileges or AHP status. Practitioners were in good standing with the Medical Staff of Natividad at the time of the resignation, unless specified below.

NAME	SPECIALTY / SERVICE	REASON	EFFECTIVE DATE
Adesuyan, Melody M., MD	Family Medicine_OB Fellow / Family Medicine	Fellowship completion	08/15/2025
Archer, Jennifer L., DO	Family Medicine_OB Fellow / Family Medicine	Fellowship completion	08/01/2025
Brim, Rachel M., MD	Neonatal-Perinatal Medicine / Pediatrics	Failure to submit liability coverage	10/03/2025
Cardenas, Jose, MD	Emergency Medicine / Emergency Medicine	Voluntary resignation	10/07/2025
Horvath, Susanna E., MD	Teleneurology / Medical Specialties	Failure to submit reappointment application	12/01/2025
Lawson, Justine K., MD	Family Medicine_OB Fellow / Family Medicine	Fellowship completion	10/03/2025
Nguyen, Phoung T., MD	OBGYN / OBGYN	Voluntary resignation	06/30/2025
Tawadros, Monica, MD	Family Medicine_OB Fellow / Family Medicine	Fellowship completion	08/08/2025
Yogam, Kris, MD	OBGYN / OBGYN	Voluntary resignation	09/05/2025

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RELEASE FROM ADVANCED PROCEDURE TEACHING / TRAINING: The following Advanced Practice Professional(s) have completed their advanced procedure teaching/training requirements in the following privileges as per MSP008-4. They are eligible to apply for these practice prerogatives.

NAME	SPECIALTY	SERVICE	REASON	RECOMMEND
None				

TRAUMA NURSE PRACTITIONER ADVANCED PROCEDURE TEACHING / TRAINING: The following Trauma Nurse Practitioner(s) meet the qualifications and request to participate in the Advanced Procedure Teaching / Training, MSP008-4.

NAME	PROCEDURE
Lu, Yan, ACNP-BC	Central venous catheter placement, Chest tube insertion, Chest tube removal, Clearance of C-spine, Closed reduction of fracture/dislocation, Endotracheal intubation, FAST ultrasound, Supervision of Flex./ex. C-spine radiographs, Procedural Sedation

NEONATAL NURSE PRACTITIONER ADVANCED PROCEDURE TEACHING / TRAINING: The following Neonatal Nurse Practitioner(s) meet the qualifications and request to participate in the Advanced Procedure Teaching / Training, MSP008-5.

NAME	PROCEDURE
None	

Emergency Medicine Physician Assistant, Nurse Practitioner ADVANCED PROCEDURE TEACHING AND TRAINING: The following meet the qualifications and request to participate in the Advanced procedure Teaching / Training, MSP008-6

NAME	PROCEDURE	RECOMMEND
None		

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Natividad
Inspiring healthy lives.℠

PROPOSED
NMC Board of Trustees Meeting
2026 Meeting Dates

Natividad Room
1st Floor, Building 200
1441 Constitution Blvd. Salinas, CA 93906

Regular Board of Trustees Committee meetings take place the **first** Friday monthly at 9:00 am in the Natividad Room, and via Zoom and Teleconference, unless otherwise notified. All cancellations and Special meetings scheduled are subject to Brown Act.

Friday, January 9, 2026

Friday, February 6, 2026

Friday, March 6, 2026

Friday, April 3, 2026

Friday, May 1, 2026

Friday, June 5, 2026

Friday, July 10,2026

Friday, August 7, 2026

Friday, September 4, 2026

Friday, October 2, 2026

Friday, November 6, 2026

December: NO MEETING